

**Southwest
Alaska
Economic
Development
Strategy
2003 -2008**

**Annual Update
2004**

Southwest Alaska Comprehensive Economic Development Strategy Annual Update 2004

**prepared for the
United States Department of Commerce
Economic Development Administration**

**Alaska Department of Community and Economic Development
Division of Community Advocacy**

**by
Southwest Alaska Municipal Conference**

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1.0 Introduction

This report serves as an update to the Southwest Alaska Comprehensive Economic Development Strategy 2003 - 2008 (CEDS). As a milestone for implementation of the CEDS, the 2004 Annual Update serves as a progress report on economic development activities pursued throughout the planning cycle, changes in key economic conditions within the region, and emerging issues that may impact or influence further implementation of the CEDS.

This document should be viewed solely as an addendum to the CEDS and not as a separate stand-alone document.

Since the CEDS was completely revised in 2003, this annual update focuses on changes or newly available information on key economic indicators, as well as the more significant changes or developments in primary economic sectors.

As an ongoing part of the continuous planning process, SWAMC has also revised the inventory of community improvement projects for the region. This inventory is provided as Appendix B.

The CEDS Action Plan has been updated to accurately reflect the progress made on each goal, strategy and task.

As a result of this first year of implementation under the current CEDS and a review of the related goals, the SWAMC CEDS Committee and Board of Directors have determined that the plan remains relevant to

the conditions and circumstances of the region.

As implementation of the plan proceeds, SWAMC seeks to engage still more stakeholders in the ongoing planning and implementation process. This will be accomplished through ongoing use of the committee process as well as increased public outreach. Significant progress has been made in increasing the dialogue with a wide variety of constituents and other stakeholders in the region.

The publication of the study entitled, “Economic Geography of Southwest Alaska,” marked an important milestone for the region. While the study illustrated the significant economic leakages in the regional economy, it also highlighted the region’s tremendous economic impact on the rest of Alaska and more specifically the Southcentral region. These findings have been widely circulated and will hopefully result in increased understanding and cooperation on issues important to the development of the regional economy.

As the planning process continues with year two implementation of the CEDS, SWAMC seeks to broaden awareness of both the planning process and its implementation. The progress made to date has established a firm foundation for continued implementation of the CEDS Action Plan as well as ongoing outreach to collaborate with stakeholders throughout the region.

Board of Directors & CEDS Committee

The SWAMC Board of Directors, representing key areas within the Southwest region, act as the committee to oversee the Southwest Alaska Comprehensive Economic Development Strategy (CEDS). The Board of Directors has served as either the previously approved Overall Economic Development Program (OEDP) Committee and the CEDS Committee since 1991. SWAMC's bylaws call for no less than an eleven member Board of Directors with a requirement that at least 25 percent of its members represent minority populations in the region. Currently 36 percent of the board membership represents minority populations.

The CEDS Steering Committee has met monthly throughout the planning period. Summary of agenda items. Additionally, the Fisheries, HEPS, Infrastructure, and Tourism Committee meetings have met throughout the planning period resulting in xx hours of volunteer time on various CEDS goals, strategies, and tasks.

In January 2004, long-time SWAMC board member Carvel Zimin decided to step down from the board to pursue other interests. Floyd Steele, a member of the Bristol Bay Borough Assembly, was elected by the Bristol Bay caucus to fill the vacant Bristol Bay municipal seat on the SWAMC Board.

In June 2004, Wayne Stevens announced his resignation from the SWAMC board. He

accepted a new job as president of the Alaska State Chamber of Commerce and is relocating to Juneau. His resignation is effective June 24, 2004 and the board anticipates recruiting for a new Kodiak municipal representative shortly thereafter.

Table 1.1 provides an updated profile of all Board of Directors and CEDS Committee members throughout the reporting period. .

In addition to the oversight provided by the CEDS Committee, SWAMC has four active committees that provide focused attention to specific areas of interest to the organization, including fisheries; health, education and public safety; infrastructure; and tourism. The role of these committees is to vet issues and ideas and provide recommendations to the SWAMC Board/CEDS Committee and SWAMC staff.

Forty-four individuals, in addition to Board members, serve on these standing committees. These individuals volunteer to share their expertise and insights on regional issues. Collectively, these committee members have volunteered more than 2,900 hours in FY04 at an estimated value of \$88,140.

The ongoing work of the SWAMC Board/CEDS Committee, as well as the Fisheries, HEPS, Infrastructure and Tourism Committees will direct, monitor, and inform the implementation of the CEDS Action Plan. These volunteers and others will also serve as evaluators throughout the CEDS implementation process.

2.0 Southwest Alaska Municipal Conference

Table 2.1: Profile of the Membership of the Southwest Alaska CEDS Committee

	Residence	Race	Gender	SWAMC Seat	Affiliation	Occupation
Alice Ruby	Dillingham	White	F	Bristol Bay Municipal	Council Member City of Dillingham	Grants Manager Bristol Bay Economic Development Corporation
Glen Gardner	Sand Point	Aleut	M	Aleutians/Pribilofs	Mayor	Fisherman/Mayor
Wayne Stevens	Kodiak	White	M	Kodiak Municipal	Assembly Member Kodiak Island Borough	Executive Director Kodiak Chamber of Commerce
Elary Gromoff	Anchorage	Aleut	M	Aleutians/Pribilofs Associate	Bering Sea Eccotech	Executive Vice President
Frank Kelty	Unalaska	White	M	Aleutians/Pribilofs Municipal	City of Unalaska	Natural Resources Manager
Debora King	Kodiak	White	F	Kodiak Associate	Kodiak Chamber of Commerce	Economic Development Specialist
Myra Olson	Egegik	Iñupiaq	F	Bristol Bay Associate	Egegik Tribal Council	Deputy Mayor Lake & Peninsula Borough
Kara Sandvik	Anchorage	Iñupiaq	F	At-large	Wells Fargo Bank Alaska	Vice President
Floyd Steele	King Salmon	White	M	Bristol Bay Municipal	Assembly Member Bristol Bay Borough Assembly	PenAir Agent, Office Product Services
Joe Sullivan	Seattle	White	M	At-large Associate	Mundt McGregor LLC	Attorney
Dave Woodruff	Kodiak	White	M	Kodiak Municipal	Council Member City of Kodiak	Owner Alaska Fresh Seafoods
Carvel Zimin	South Naknek	Aleut/ Alutiiq	M	Bristol Bay Municipal	Assembly Member & President Bristol Bay Borough Assembly	Fisherman

Fisheries Committee

Joe Sullivan, Attorney
Mundt MacGregor
Fisheries Committee Chairman

Julie Bonney, Owner
Groundfish Data Bank

Al Burch, Executive Director
Alaska Draggers Association

Pat Carlson, Borough Manager
Kodiak Island Borough

Sam Cotten, Natural Resources Manager
Aleutians East Borough

Dustan Dickerson, Executive Director
Unalaska Native Fishermen's Association

The Honorable Shirley Marquardt, Mayor
City of Unalaska

The Honorable Glen Gardner, Mayor
City of Sand Point

Andy Golia, Economic Planner
Bristol Bay Native Association

Frank Kelty, Natural Resources Manager
City of Unalaska

Stephanie Madsen, Vice President
Pacific Seafood Processors Association

Steve Minor, Owner/Consultant
Waterfront Associates

John Moller, General Manager
Aleutian Pribilof Island Community Development Association

The Honorable Myra Olsen, Deputy Mayor
Lake & Peninsula Borough

Jeff Stephan, Executive Director
United Fishermen's Marketing Association

Dave Woodruff, Owner
Alaska Fresh Seafoods

Carvel Zimin, Assembly Member
Bristol Bay Borough

Health, Education & Public Safety Committee

Erie Johnson, Ed.D., Executive Director
Southwest Alaska Vocational and Education Center

HEPS Committee Chairman

Carolyn Crowder, Health Director
Aleutian/Pribilof Islands Association

The Honorable Shirley Marquardt, Mayor
City of Unalaska

Malcolm Fleming, Superintendent
Pribilof Islands Schools

The Honorable Carolyn Floyd, Mayor
City of Kodiak

Dr. Douglas E. Hammer, Director
Kodiak College

Lou Johnson, Director of Social Services
Bristol Bay Native Association

Richard Krause,
Village Public Safety Officer/HIP Coordinator
Aleutian/Pribilof Islands Association

The Honorable Gabrielle LeDoux, Mayor
Kodiak Island Borough

The Honorable Stanley Mack, Mayor
Aleutians East Borough

The Honorable Chris Napoli, Mayor
City of Dillingham

Valerie Pillans, VPSO/Environ Coordinator
Kodiak Area Native Association

Alice Ruby
Bristol Bay Economic Development Corporation

Darrell Sanborn, Superintendent
Unalaska City Schools

Bill Watkins, Director of Instruction
Kodiak Island Borough School District

Infrastructure Committee

The Honorable Chris Napoli, Mayor
City of Dillingham
Infrastructure Committee Chairman

Tom Abell, Assembly Member
Kodiak Island Borough Assembly

Jeff Currier, Borough Manager
Lake and Peninsula Borough

Linda Freed, City Manager
City of Kodiak

Andy Golia, Economic Development Manager
Bristol Bay Native Association

Elary Gromoff, Jr., Executive Vice President
Bering Sea Ecotech

Scott Habberstad, Account Executive
Alaska Airlines

Mark Hickey, Consultant

Frank Kelty, Natural Resource Analyst
City of Unalaska

Bob Juettner, Borough Administrator
Aleutians East Borough

Bobby Jo Kramer, Transportation Planner
Aleutian/Pribilof Islands Association

Sandra Moller, President/CEO
Aleut Enterprise Corporation

The Honorable Jim Nestic, Mayor
City of Old Harbor

Tom Panamaroff,
Vice President of Operations
Koniag, Inc.

Carvel Zimin, President
Bristol Bay Borough Assembly

Tourism Committee

Rick Kniazowski, Executive Director
Unalaska/Port of Dutch Harbor CVB

Chris Beck, Consultant
Agnew :: Beck Consulting, LLC

George Briggs, Executive Director
Dillingham Chamber of Commerce

Linda Bustamante, Director of Marketing
Peninsula Airway, Inc.

Pamela Foreman, Executive Director
Kodiak Island Convention & Visitors Bureau

Sharon Gaipman, Marketing Manager
Alaska Marine Highway System

Andy Golia, Economic Planner
Bristol Bay Native Association

Scott Habberstad, Passenger Sales
Alaska Airlines

Bobby Jo Kramer, Economic Development
Coordinator
Aleutian/Pribilof Islands Association

Jolene Lekanof, Tourism Director
Tanadguix Corporation

Sarah Leonard, Wildlife Viewing Coordinator
Alaska Department of Fish
Division of Wildlife Conservation

Pam Newman, Economic Development
Coordinator
Agadaagux Tribal Council

Southwest Alaska Municipal Conference Staff

Wanetta Ayers, Executive Director
Shelly Wade, Economic Development
Specialist
Aileen Hunter, Administrative Assistant

SWAMC Membership

SWAMC Membership grew by 22 members in FY04. Of these new members 16 were municipal and village council members and 6 were associate members.

Membership of the Southwest Alaska Municipal Conference 2003 - 2004

Adak, City of	Bristol Bay Economic Development Corporation	Naknek Electric Association, Inc.
Afognak Native Corporation	Bristol Bay Housing Authority	Naknek Native Village Council
Agdaagux Tribal Council	Bristol Bay Native Association	Native Village of Belkofski
Agnew::Beck Consulting, LLC	Bristol Bay Native Corporation	Native Village of Nelson Lagoon
Akutan Traditional Council	Bristol Environmental & Engineering	North Pacific Marine Science Foundation
Akutan, City of	Capitol Associates	Northern Air Cargo
Akutan, City of	Chignik, City of	Northern Economics
Alaska Airlines	Clark's Point Village Council	Northland Services, Inc.
Alaska Commercial Fishing and Agriculture Bank	Clarks Point, City of	Ounalashka Corporation
Alaska Fisheries Development Foundation	Curyung Tribal Council	Ouzinkie, City of
Alaska Fresh Seafoods	Dillingham Chamber of Commerce	Pacific Seafood Processors Association
Alaska Municipal League	Dillingham, City of	Pauloff Harbor Village
Alaska Municipal League/JIA	Egegik, City of	Pedro Bay Village Council
Alaska Ocean Seafoods, L.P.	Era Aviation Inc.	Peninsula Airway, Inc.
Alaska Oceans Sea Fisheries Research Foundation	F/T Starbound	Peratrovich, Nottingham & Drage
Alaska Permanent Capital Management Company	False Pass, City of	Petro Star, Inc.
Alaska State Chamber of Commerce	First National Bank Alaska	Pilot Point Tribal Council
Alaska Wilderness & Recreation Tourism Association	Glacier Fish Company	Pilot Point, City of
Alaska's Marine Highway	Grand Aleutian Hotel & Unisea Inn	Port Heiden, City of
Aleknagik, City of	Gulf of Alaska Coastal Communities Coalition	Port Lions, City of
Aleut Community of St. Paul Island	HDR Engineering, Inc.	Qagan Tayagungin Tribe
Aleut Corporation, The	Hicks, Boyd, Chandler & Falconer	Qawalangin Tribe of Unalaska
Aleut Enterprise Corporation	Icicle Seafoods, Inc.	Saint Paul, City of
Aleutian Pribilof Island Community Development Association	Island Seafoods	Sand Point, City of
Aleutian/Pribilof Island Association, Inc.	Jamin, Ebell, Schmitt & Mason, P.C.	St. George Tanaq Corporation
Aleutians East Borough	Katmailand Inc.	Southwest Cities
Aleutians West CRSA	Key Bank of Alaska	Tanadguisx Corporation
Alyeska Seafoods, Inc.	King Cove Corporation	Traditional Council of Togiak
American Seafoods Company LLC	King Cove, City of	Unalaska, City of
Anchorage Chamber of Commerce	Kodiak Area Chamber of Commerce	Unalaska/Dutch Harbor Chamber of Commerce
Arctic Fjord, Inc.	Kodiak Inn - Best Western	Unalaska/Port of Dutch Harbor CVB
Arctic Storm, Inc.	Kodiak Island Borough	Unga Corporation
Atka, City of	Kodiak Island Convention & Visitors Bureau	Unga Tribal Council
At-Sea Processors Association	Kodiak, City of	UniSea, Inc.
Atxam Corporation	Koniag, Inc.	United States Surimi Commission
Auriga/Aurora General Partnership	Lake and Peninsula Borough	Wells Fargo Alaska
Becharof Corporation	Larsen Bay, City of	Westward Seafoods
Bering Sea Eccotech	Manokatak, City of	World Trade Center Alaska
Bristol Bay Borough	Marine Conservation Alliance	Yukon Fuel Company
Bristol Bay CRSA	Mat-Su Resource Conservation & Development	Unalaska/Port of Dutch Harbor CVB
	Mundt MacGregor LLP	United States Surimi Commission
		Westward Seafoods

5.0 Population Trends & Characteristics

Population Trends

The Southwest Alaska population grew slightly at 1.3 percent between 2002 and 2003, based on estimates from the Alaska Department of Labor and Workforce Development (ADOLWD). This estimated population growth is offset by overall population loss between 2000 and 2003. Table 5.1. summarizes population changes in the region by boroughs and census areas.

Population estimates illustrate continuing shifting of the region's population. The Aleutians West Census Area had the greatest estimated population increase at 6.8 percent. With a 1.1 percent increase, the Kodiak Island Borough is the only other sub-region in Southwest Alaska with an estimated

population increase.

Population decreases are estimated for all other sub-regions in Southwest Alaska. The Bristol Bay Borough had the largest estimated decrease at 5.2 percent. All other sub-regions had estimated decreases between 0.2 to 1.2 percent. Tables 5.2.A-F detail population estimates for each sub-region and the communities therein.

A significant number of seasonal seafood processing workers and ships' crews that reported no other place of residence were included in the 2000 Census of the Population counts for the Aleutians East Borough and the Aleutians West Census Area. According to the ADOLWD, these workers accounted for 12.5 percent of the total population in the Aleutians West Census Area and

Table 5.1: 1990, 2000 - 2003 Population Trends in Southwest Alaska

	1990	2000	2001	2002	2003	% change 2000 - 2003	% change 2002 - 2003
Aleutians East Borough	2,464	2,697	2,554	2,732	2,700	0.1%	-1.2%
Aleutians West Census Area	9,478	5,465	5,263	5,075	5,420	-0.8%	6.8%
Bristol Bay Borough	1,410	1,258	1,179	1,165	1,105	-12.2%	-5.2%
Dillingham Census Area	4,012	4,922	4,913	4,920	4,912	-0.2%	-0.2%
Kodiak Island Borough	13,309	13,913	13,623	13,664	13,811	-0.7%	1.1%
Lake and Peninsula Borough	1,668	1,823	1,741	1,637	1,628	-10.7%	-0.5%
Southwest Region Total	32,341	30,078	29,273	29,193	29,576	-1.7%	1.3%

Blended data: U.S. Census of the Population 1990, 2000 and ADOLWD Estimates

Aleutians East Borough	1990	2000	2001	2002	2003	% Change '90-'00	% Change '00 - '03
Akutan	589	713	707	748	787	21.0%	10.4%
Belkofski ANVSA	-	-	-	-	-	-	-
Cold Bay	148	88	76	117	95	-41.0%	8.0%
False Pass	69	64	70	79	69	-7.0%	7.8%
King Cove	677	792	695	795	737	17.0%	-6.9%
Nelson Lagoon CDP	83	83	81	70	64	0.0%	-22.9%
Sand Point	878	952	923	920	947	8.0%	-0.5%
Remainder of AEB	20	5	2	3	1	-75.0%	-80.0%
Aleutians East Borough total	2,464	2,697	2,554	2,732	2,700	9.0%	0.1%

Table 5.2.A:
1990, 2000 - 2003
Population Trends
in the Aleutians East Borough

Aleutians West Census Area	1990	2000	2001	2002	2003	% Change '90 - '00	% Change '00 - '03
Adak CDP	4,633	316	153	167	150	-93.2%	-52.3%
Atka	98	92	93	102	95	-6.5%	3.3%
Attu Station CDP	23	20	25	26	24	-15.0%	20.0%
Eareckson AFS	664	0	0	0	0	-100.0%	0.0%
Nikolski CDP	35	39	32	35	41	10.3%	5.1%
St. George	138	152	146	147	149	9.2%	-2.0%
St. Paul	763	532	529	533	539	-43.4%	1.3%
Unalaska	3,089	4,283	4,257	4,032	4,388	27.9%	2.5%
Remainder of AWCA	35	31	28	33	34	-12.9%	9.7%
Aleutians West Census Area total	9,478	5,465	5,263	5,075	5,420	-73.4%	-0.8%

Table 5.2.B:
1990, 2000 - 2003
Population Trends
in the Aleutians West Census Area

Sources:
 Blended data from
<http://www.census.gov/population/> and the ADOLWD

Table 5.2.C:
1990, 2000 - 2003
Population Trends
in the Bristol Bay Borough

Bristol Bay Borough	1990	2000	2001	2002	2003	% Change '90-'00	% Change '00 - '03
King Salmon CDP	696	442	389	397	385	-36.0%	-12.9%
Naknek CDP	575	678	662	643	614	18.0%	-9.4%
South Naknek CDP	136	137	124	121	102	1.0%	-25.5%
Remainder of BBB	3	1	4	4	4	-67.0%	300.0%
Bristol Bay Borough total	1,410	1,258	1,179	1,165	1,105	-11.0%	-12.2%

Table 5.2.D:
1990, 2000 - 2003
Population Trends
in the Dillingham Census Area

Dillingham Census Area	1990	2000	2001	2002	2003	% Change '90-'00	% Change '00 - '03
Aleknagik	185	221	222	219	235	19.5%	6.3%
Clark's Point	60	75	70	66	66	25.0%	-12.0%
Dillingham	2,017	2,466	2,452	2,443	2,373	22.3%	-3.8%
Ekuk ANVSA	0	2	2	5	0	200.0%	-100.0%
Ekwok	77	130	119	116	128	68.8%	-1.5%
Manokotak	385	182	178	189	200	-52.7%	9.9%
New Koliganek ANVSA	181	399	414	408	405	120.4%	1.5%
New Stuyahok	391	471	491	484	493	20.5%	4.7%
Portage Creek CDP		36	47	48	61		69.4%
Togiak	613	809	791	810	824	32.0%	1.9%
Twin Hills CDP	66	69	66	77	75	4.5%	8.7%
Remainder of DCA	37	62	61	55	52	67.6%	-16.1%
Dillingham Census Area total	4,012	4,922	4,913	4,920	4,912	22.7%	-0.2%

Sources:

Blended data from
<http://www.census.gov/population/> and the ADOLWD

**Table 5.2.E:
1990, 2000 - 2003
Population Trends
in the Kodiak Island Borough**

Kodiak Island Borough	1990	2000	2001	2002	2003	% Change '90-'00	% Change '00-'03
Akhiok	77	80	58	48	51	4.0%	-36.3%
Aleneva CDP		68	87	92	56	0.0%	-17.6%
Chiniak CDP	69	50	54	56	49	-28.0%	-2.0%
Karluk CDP	71	27	27	24	24	-62.0%	-11.1%
Kodiak	6,365	6,334	6,102	6,139	6,138	0.0%	-3.1%
Kodiak Station CDP	2,025	1,840	1,766	1,941	2,192	-9.0%	19.1%
Larsen Bay	147	115	113	108	96	-22.0%	-16.5%
Old Harbor	284	237	237	226	211	-17.0%	-11.0%
Ouzinkie	209	225	205	187	170	8.0%	-24.4%
Port Lions	222	256	248	227	233	15.0%	-9.0%
Womens Bay CDP	620	690	683	681	667	11.0%	-3.3%
Remainder of KIB	2,950	3,991	4,043	3,935	3,924	35.0%	-1.7%
Kodiak Island Borough total	13,039	13,913	13,623	13,664	13,811	7.0%	-0.7%

Sources:
<http://www.census.gov/population/> and ADOLWD

Table 5.2.F: 1990 - 2002 Population Trends in the Lake & Peninsula Borough

Lake & Peninsula Borough	1990	2000	2001	2002	2003	% Change '90-'00	% Change '00 - '03
Chignik	188	79	77	75	89	-58.0%	12.7%
Chignik Lagoon CDP	53	103	104	88	92	94.3%	-10.7%
Chignik Lake CDP	133	145	140	115	113	9.0%	-22.1%
Egegik	122	116	81	87	84	-4.9%	-27.6%
Igiugig CDP	33	53	56	43	50	60.6%	-5.7%
Iliamna CDP	94	102	96	98	92	8.5%	-9.8%
Ivanof Bay CDP	35	22	13	3	3	-37.1%	-86.4%
Kokhanok CDP	152	174	173	181	182	14.5%	4.6%
Levelock CDP	105	122	107	83	71	16.2%	-41.8%
Newhalen	160	160	157	164	167	0.0%	4.4%
Nondalton	178	221	211	206	217	24.2%	-1.8%
Pedro Bay CDP	42	50	51	46	45	19.0%	-10.0%
Perryville CDP	108	107	114	112	106	-0.9%	-0.9%
Pilot Point	53	100	87	75	70	88.7%	-30.0%
Pope-Vannoy Landing CDP	-	8	5	5	10	-	25.0%
Port Alsworth CDP	55	104	105	110	105	89.1%	1.0%
Port Heiden	119	119	118	108	87	0.0%	-26.9%
Ugashik CDP	-	11	12	12	13	-	18.2%
Remainder of LPB	38	27	34	26	33	-28.9%	22.2%
Lake & Peninsula Borough total	1,668	1823	1,741	1,637	1,628	9.3%	-10.7%

Sources:
<http://www.census.gov/population/> and ADOLWD

5.2 percent in the Aleutians East Borough. The population for the communities of Unalaska and Akutan were also dramatically increased by the inclusion of these seasonal workers (19.8 and 15.9 percent, respectively).

Between 2000 and 2003, the region had a natural population increase of 925. However, net migration accounted for a loss of 1,427. The net population decrease of 502 equates to a 1.7 percent overall decline since 2000.

Census data illustrates the mobility and transience of the region's population between 1995 and 2000. Table 5.3 outlines the proportion of the regional population that lived in a different state, different area of Alaska, or different country in 1995 versus 2000. More than a quarter of the region's population lived in another state in 1995. Slightly more than seven percent of the region's residents lived in another area of Alaska in 1995. Less than three and a half percent lived in another country.

The Aleutians East, Aleutians West, Bristol Bay, and Kodiak sub-regions have some of the highest population transiency rates in Alaska.

Table 5.4 shows the continuing population projections for the region through 2018.

Table 5.3:
Southwest
Alaska
Population
Transiency 2000
versus 1995

	Different State	Different Area of Alaska	Different Country	Overall Transiency
Aleutians East Borough	30.8%	4.0%	4.0%	38.8%
Aleutians West Census Area	36.3%	6.5%	6.4%	49.1%
Bristol Bay Borough	24.7%	13.6%	0.3%	38.6%
Dillingham Census Area	14.9%	8.2%	0.6%	23.7%
Kodiak Island Borough	25.9%	7.0%	3.8%	36.7%
Lake and Peninsula Borough	13.9%	8.2%	0.4%	22.5%
Southwest Region Total	25.6%	7.2%	3.4%	36.3%
Alaska	22.2%	6.9%	1.8%	30.9%

Source: Alaska Population Overview 2001 - 2002; U.S. Census of the Population 2000

Table 5.4: Population Projections for Southwest Alaska

	2002	2003	2008	2013	2018	Change
Aleutians East Borough	2,729	2,040	1,918	1,784	1,738	-36.0%
Aleutians West Census Area	5,073	5,665	5,908	6,097	6,242	23.0%
Bristol Bay Borough	1,159	1,405	1,506	1,621	1,734	50.0%
Dillingham Census Area	4,930	5,027	5,394	5,842	6,327	28.0%
Kodiak Island Borough	13,852	14,030	14,159	14,277	14,416	4.0%
Lake & Peninsula Borough	1,641	1,962	2,128	2,282	2,439	49.0%
SWAMC Region total	29,384	30,129	31,013	31,903	32,896	12.0%
% Increase for Region		3.0%	3.0%	3.0%	3.0%	

Source: Alaska Department of Labor

6.0 Labor Force, Employment & Income

As previously reported, standard labor reports for occupations covered by various employment taxes do not include several substantial employment sectors for Southwest Alaska. These sectors are the Commercial Seafood Harvesting sector and active duty U.S. Coast Guard personnel.

The Commercial Seafood Harvesting sector, including permittees and crew members, is classified by the U.S. and Alaska Departments of Labor as self-employed. Coast Guard personnel are treated as other active duty military personnel and are also not reported in standard labor data.

Labor Force

The regional labor force increased slightly, by 0.3 percent between 2000 and 2003 with some greater downward variation

in the intervening years. Comparatively, the statewide labor force grew by 3.7 percent over the same period. Table 6.1 details the labor force in Southwest Alaska by boroughs and census areas.

Four of the six sub-regions in Southwest Alaska experienced reductions in labor force ranging from 3.1 to 4.5 percent. The Bristol Bay Borough had the greatest decline, while the Lake & Peninsula Borough had the smallest decline.

The Aleutians West Census Area labor force increased by 9.7 percent over the period. A similar increase in the Dillingham Census Area saw the labor force grow by 8.1 percent.

As a percentage of the total population that is of working age (assumes ages 16 to 65), the labor force participation rate in the region for 2002 was 69.6 percent. This

Table 6.1: Labor Force in Southwest Alaska

	1990	1995	2000	2001	2002	2003	% Change '00 -'03
Aleutians East Borough	1,315	1572	1,727	1,611	1,591	1,659	-3.9%
Aleutians West Census	3574	2,386	2,533	2,691	2,667	2,778	9.7%
Bristol Bay Borough	477	560	531	505	496	507	-4.5%
Dillingham Census Area	1,221	1,642	1,767	1,789	1,832	1,911	8.1%
Kodiak Island Borough	6,343	7,464	6,793	6,640	6,486	6,549	-3.6%
Lake & Peninsula Borough	444	588	584	557	540	566	-3.1%
Southwest	13,374	14,212	13,935	13,793	13,612	13,970	0.3%

Source: ADOLWD

represents a slight increase over the 2000 labor participation rate. Table 6.2 details the labor force participation rates for Southwest Alaska by boroughs and census areas.

Labor force participation in the Bristol Bay Borough and the Dillingham Census Area declined by five percent and 2.4 percent, respectively. The Kodiak Island Borough declined slightly in 2002, but was virtually unchanged from 2000.

Labor force participation rates increased in the Aleutians East Borough (6.9 percent), Aleutians West Census Area (3.2 percent), and Lake & Peninsula Borough (14.1 percent). Population factors such as birth and death rates, migration patterns, and other demographic factors impact labor force

participation rates. The Aleutians East and Aleutians West sub-regions have two of the lowest birth rates in Alaska between 2001 and 2002.

The overall labor force participation rate in the Aleutians East Borough (84.8 percent) and the Aleutians West Census Area (82.9 percent) are significantly higher than other sub-regions in Southwest Alaska. Both sub-regions have very low populations over age 65, less than half the region average of 4.6 percent. The population of both regions is also predominantly male at 65.8 and 64.0 percent, respectively. According to the U.S. Bureau of Labor Statistics, men tend to have higher labor force participation rates than women.

Table 6.2:
Southwest Alaska Labor Force Participation Rates by Boroughs and Census Areas for 2002, 2000 and 1990

	1990 Labor Force Participation Rate	2000 Labor Force Participation Rate	2002 Labor Force Participati on	% Change '00 -'02
Aleutians East Borough	73.7%	79.3%	84.8%	6.9%
Aleutians West Census	85.9%	80.3%	82.9%	3.2%
Bristol Bay Borough	68.7%	71.5%	67.9%	-5.0%
Dillingham Census Area	53.1%	62.0%	59.9%	-3.4%
Kodiak Island Borough	77.3%	66.0%	65.9%	-0.0%
Lake & Peninsula Borough	49.1%	55.4%	63.2%	14.1%
Southwest Region	67.9%	69.1%	69.6%	0.7%

Source: <http://almis.labor.state.ak.us/> and Neal Fried, ADOL Labor Economist, personal communication

Commercial Fishing Permittees and Crew Members

When the CEDS was being prepared last year, permit data was incomplete for crew members. Analysis of labor and employment was standardized on the year 2000. Overall data in the accompanying charts is standardized on the year 2003. However, where possible, information about 2004 is also provided.

A review of permittee and crew members licenses between 2000 and 2003 reveals a continuing decline in the number of resident permittees and crew members. Between 2000 and 2003, resident permittees declined more than eight percent. Resident crew member licensees declined by more than 24 percent for the same period.

Table 6.3 shows Southwest Alaska resident permittees by boroughs and census areas.

The Bristol Bay Borough was the only sub-region where resident permittees increased between 2000 and 2003. However, the 2.1 percent increase accounted for only four permits.

The greatest percentage decrease in resident permittees was in the Lake and Peninsula Borough at nearly a 21 percent reduction. This loss equates to 47 resident permit holders.

At 78 fewer permittees, the Kodiak Island Borough posted the highest overall

Table 6.3:
Southwest Alaska Resident Commercial Fishing Permit Holders by Borough or Census Area

	2000 Resident Permit Holders	2001 Resident Permit Holders	2002 Resident Permit Holders	2003 Resident Permit Holders	% Change 00 - '03
Aleutians East Borough	221	225	218	215	-2.7%
Aleutians West Census Area	103	110	109	95	-7.8%
Bristol Bay Borough	193	194	197	197	2.1%
Dillingham Census Area	747	724	720	697	-6.7%
Kodiak Island Borough	765	733	708	687	-10.2%
Lake & Peninsula Borough	226	207	192	179	-20.8%
Southwest Region	2,255	2,193	2,144	2,070	-8.2%

<http://www.cfec.state.ak.us/cpbycen/mnu.htm>

Table 6.4:
Resident Crew Member Licenses by Borough or Census Area

	2000 Resident Crew Members	2001* Resident Crew Members	2002 Resident Crew Members	2003 Resident Crew Members	% Change '00 - '03	% Change '02 - '03
Aleutians East Borough	386		268	268	-30.6%	0.0%
Aleutians West Census Area	187		207	246	31.6%	18.8%
Bristol Bay Borough	241		187	183	-24.1%	-2.1%
Dillingham Census Area	858		524	596	-30.5%	13.7%
Kodiak Island Borough	1,178		881	868	-26.3%	-1.5%
Lake & Peninsula Borough	369		214	274	-25.7%	28.0%
Southwest Region	3,219		2,281	2,435	-24.4%	6.8%

* Resident crew member licensee data is not available for 2001 due to a data collection error by license vendors.
<http://www.cfec.state.ak.us/cpbycen/mnu.htm>

loss in permittee count. This represents slightly more than a ten percent loss in resident permittees.

These declines are indicative of the ongoing weakness in the salmon fisheries in the region, general economic conditions throughout 2000 - 2003, and the unique fisheries-dependent nature of the regional economy.

Declining participation by resident permittees further weakens the Southwest regional economy and reduces the likelihood of a full and robust recovery in future years. With the natural aging of the population and fewer permits being passed down through families, the average age of the resident permittee population will increase. Other fisheries based economies have identified out migration of permits and aging of the permittee population as factors that lead to continuing decline.

SWAMC has identified several strategies to stabilize resident permittees and position them for continued participation in the region's fisheries. In addition, NOAA Fisheries has implemented a Community Entities Quota program for certain small Gulf of Alaska communities. Modeled after the CDQ program, it is hoped that this program will stem the out migration of halibut and sablefish IFQs. The State of Alaska recently created a loan program to help qualifying communities purchase IFQs through the CQE program.

Resident crew member licensees have also declined over the period from 2000 to

2003. On a regional basis, resident crew member licensees decreased by more than 24 percent over the period. Table 6.4 outlines resident crew member licenses by borough and census areas.

Table 6.5:
U.S. Coast Guard Employment in Southwest Alaska

USCG Unit	2002	2003	2004
ADQ - Cutter Alex Haley	99	99	98
ADQ - Cutter Storis	78	78	78
ADQ - Cutter Spar	47	47	48
ADQ - Cutter Firebush	56	0	0
ADQ - Air Station	382	382	321
ADQ - ISC	253	253	266
ADQ - ComSta	69	69	55
ADQ - ESU	28	28	33
ADQ - LORAN	24	24	7
ADQ - MSD	28	28	3
ADQ - NPRFTC	14	14	15
ADQ - ANT	NA	NA	7
Attu - LORAN	20	20	20
Unalaska - MSD	5	5	5
St. Paul - LORAN	17	17	17
Total USCG Employment	1,120	1,064	951

Source: U.S. Coast Guard, District 17 Public Affairs and Kodiak ISC

Only the Aleutians West Census Area had an increase in the number of resident crew member licensees between 2000 and 2003. The Aleutians East and Dillingham sub-regions had decreases in excess of 30 percent. The Bristol Bay Borough had the lowest decline, but still saw a reduction of nearly one-quarter in the number of resident crew member licensees.

U.S. Coast Guard Personnel

Active duty U.S. Coast Guard (USCG) personnel are also not reported in ADOLWD labor statistics. The presence of the Coast Guard in the region is vital to the conduct of federal fisheries, marine safety and navigation, search and rescue, enforcement of U.S. maritime and trade laws, and other support missions. Table 6.5 summarizes USCG employment in the region by location and unit, including active duty and civilian personnel.

According to the ADOLWD, there were 963 active duty USCG personnel in the region in 2002. The vast majority, 96 percent, are stationed in Kodiak, making the Coast Guard the largest single employer in the Kodiak Island Borough. The decommissioning of a cutter and relocation of an air unit reduced active duty personnel in the Kodiak sub-region by 14 percent.

The remaining USCG personnel are stationed in the Aleutians West Census Area at LORAN (Long-range Aid to Navigation) stations on Attu and St. Paul islands, and a Marine Safety Detachment in Unalaska. Personnel were reduced by seven percent between 2001 and 2002.

In total, USCG personnel account for 4.8 percent of the regional labor force. For the Kodiak Island Borough, the Coast Guard comprises 12.1 percent of the local labor force.

The 39 active duty personnel in the Aleutians West Census Area equate to 1.1 percent of the local labor force.

Employment

Beginning with 2002 employment data, the NAICS classification scheme is being used. Table 6.6 presents standard non-farm employment data, along with estimates for commercial seafood harvesting and the U.S. Coast Guard.

In Southwest Alaska, manufacturing continues to be the largest employment sector, accounting for 27 percent of all jobs in 2003. A closer look at the manufacturing sector shows that virtually all of these jobs are in seafood processing.

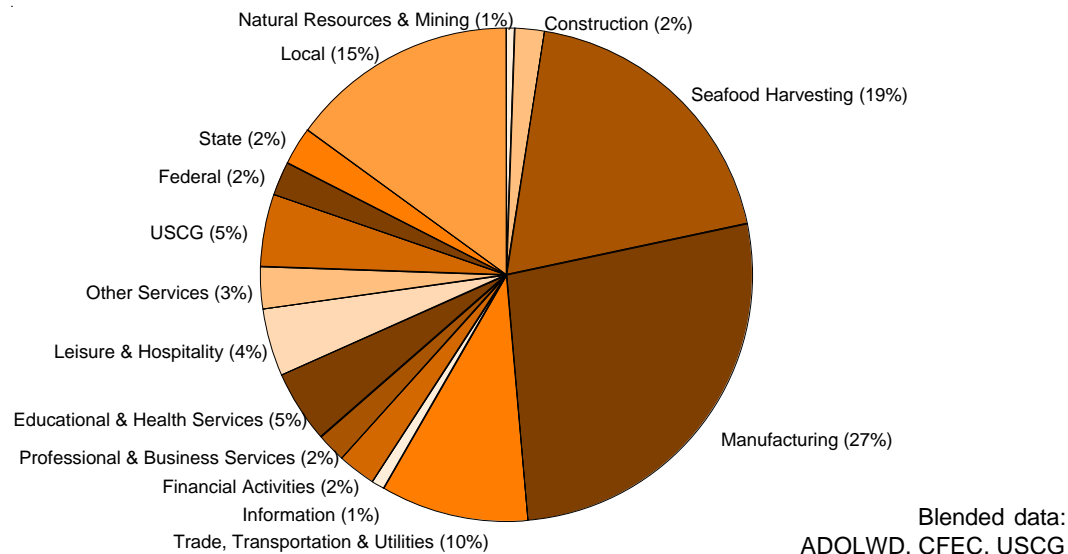
Using blended permittee and licensee data, seafood harvesting is the second largest category at more than 19 percent. The standard employment classification system doesn't include this category, but because of its importance to the region, any analysis of employment would be incomplete without

Table 6.6: 2003 Employment by Industry for Boroughs and Census Areas in Southwest Alaska

	Aleutians East Borough		Aleutians West Census Area		Bristol Bay Borough		Dillingham Census Area		Kodiak Island Borough		Lake & Peninsula Borough		Southwest Alaska	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Goods Producing														
Natural Resources & Mining	1	0.0%	14	0.4%	0	0.0%	5	0.1%	90	1.2%	1	0.1%	111	0.6%
Construction	3	0.1%	92	2.3%	56	3.5%	7	0.2%	183	2.5%	16	1.6%	357	1.8%
Seafood Harvesting	432	20.2%	282	7.1%	354	22.3%	1,022	30.4%	1,307	17.5%	399	38.7%	3,796	19.4%
Manufacturing	1,134	53.1%	1,962	49.1%	499	31.4%	399	11.9%	1,153	15.5%	97	9.4%	5,244	26.8%
Service Providing														
Trade, Transportation & Utilities	76	3.6%	505	12.6%	139	8.8%	287	8.5%	826	11.1%	85	8.2%	1,918	9.8%
Information	2	0.1%	16	0.4%	18	1.1%	36	1.1%	70	0.9%	1	0.1%	143	0.7%
Financial Activities	30	1.4%	90	2.3%	34	2.1%	127	3.8%	187	2.5%	8	0.8%	476	2.4%
Professional & Business Services	13	0.6%	161	4.0%	8	0.5%	8	0.2%	178	2.4%	10	1.0%	378	1.9%
Educational & Health Services	68	3.2%	92	2.3%	7	0.4%	427	12.7%	373	5.0%	0	0.0%	967	4.9%
Leisure & Hospitality	41	1.9%	64	1.6%	71	4.5%	99	2.9%	502	6.7%	83	8.0%	860	4.4%
Other Services	25	1.2%	63	1.6%	3	0.2%	37	1.1%	380	5.1%	11	1.1%	519	2.7%
Government														
USCG	0	0.0%	42	1.1%	0	0.0%	0	0.0%	900	12.1%	0	0.0%	942	4.8%
Federal	32	1.5%	32	0.8%	73	4.6%	46	1.4%	233	3.1%	30	2.9%	446	2.3%
State	17	0.8%	40	1.0%	30	1.9%	90	2.7%	258	3.5%	10	1.0%	445	2.3%
Local	263	12.3%	539	13.5%	296	18.6%	768	22.9%	812	10.9%	281	27.2%	2,959	15.1%
Total	2,137		3,994		1,588		3,358		7,452		1,032		19,561	

Source: Blended data - ADOL, CFEC, USCG

Chart 6.1
2003 Southwest Alaska Employment by Sector



some estimate of harvester and crew employment in the region.

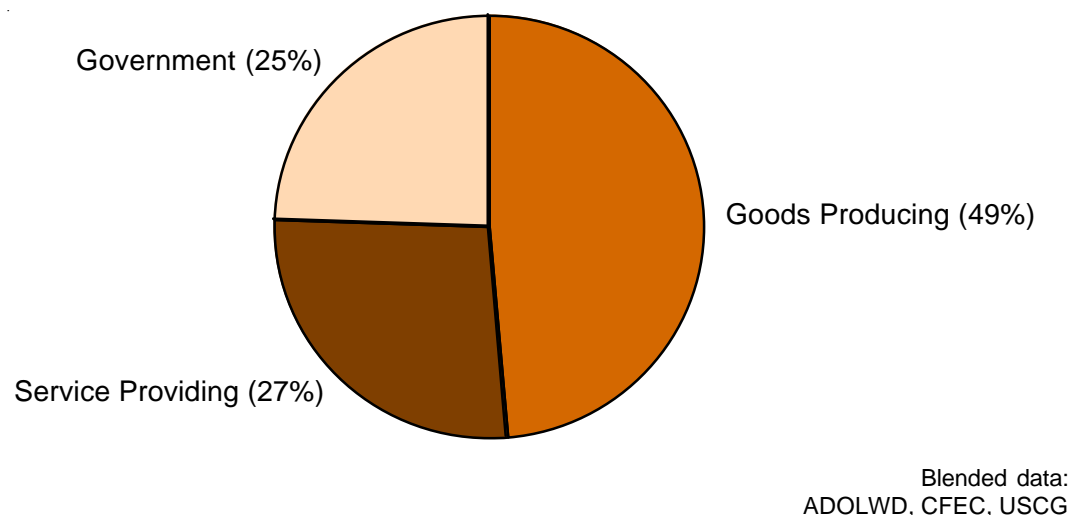
Local Government is the third largest employment sector in the region at more than 15 percent.. Trade, Transportation and Utilities, and Educational and Health Services round out the top five employment sectors in Southwest Alaska.

Chart 6.1 illustrates the distribution of all employment sectors in the region, including the seafood harvesting and U.S. Coast Guard sectors. Between seafood harvesting and food manufacturing, approximately half of the region's employment is directly involved in commercial seafood.

Chart 6.2 depicts the Southwest Alaska economy according to the three broad categories of the NAICS system. The Goods Producing sectors account for nearly half of the region's employment. Service Producing sectors comprise slightly more than one-quarter (27 percent) of regional employment. At 25 percent, Government completes the regional employment picture.

SWAMC continues to pursue a clearer understanding of employment in the fish harvesting sector, the distribution of residents and nonresidents in the sector, and the economic impact of resulting economic leakages. SWAMC completed an analysis of the economic geography in the region FY 2004, which identified that nearly half of all resident earnings in the region are spent elsewhere in Alaska and the Lower 48. The SWAMC membership passed a resolution in January 2004 calling for more effort to detail

Chart 6.2
2003 Southwest Alaska Employment by Sector



and standardize fisheries labor data. This data is essential to better understanding the Southwest Alaska economy and determining strategies to strengthen it.

Direct employment in the commercial seafood sector comprised more than half of all employment in the Aleutians East, Aleutians West, and Bristol Bay sub-regions.

Direct commercial seafood employment as a proportion of total employment is highest in the Aleutians East sub-region at a rate of nearly three-quarters. The Kodiak sub-region shows the lowest direct employment in commercial seafood, but still nearly 33 percent of all employment is in the two primary sectors. If the indirect employment of the Coast Guard is considered, more than 45 percent of Kodiak area employment is accounted for by fishing and maritime activities.

This high concentration of employment in commercial seafood continues to make the region a fisheries-dependent economy.

Non-resident Employment

According to the Alaska Department of Labor, nonresidents comprised 18.2 percent of all nonfarm workers in Alaska in 2002. This represents a slight decrease from 2001. Southwest Alaska continues to have the highest percentage of nonresident workers in Alaska at a rate of nearly 41 percent. Table 6.7 shows nonresident employment rates in Southwest Alaska by boroughs and census areas.

In 2002, nonresident nonfarm workers decreased significantly in most sub-regions of Southwest Alaska. Lower economic returns and fewer active harvesters are reducing nonresident employment opportunities throughout the region.

Nonresident employment remains highest in the Aleutians East and Bristol Bay sub-regions with more than 60 percent of total employment going to nonresidents. The Dillingham Census Area (15.9 percent) had the lowest nonresident employment rate in 2002, supplanting the Kodiak sub-region, which was lowest in 2001.

In its 2002 annual report on nonresident employment, the ADOL reported that the food processing industry, comprised almost entirely of seafood processing workers, continued to employ the highest percentage of nonresident workers at 70.3 percent in 2000 and 71.4 percent in 2001 and 60.4 percent in 2002 (please note: the latter figure is most likely in error because the Dillingham Census Area was omitted from the seafood sector analysis).

SWAMC's economic geography study identified that, in 2002, \$147.7 million was earned by nonresident, nonfarm workers. Three quarters of that figure went to non-Alaskans, while 18.6 percent went to residents of Southcentral Alaska.

Unemployment

Based on annual average unemployment rates, regional unemployment continues to exceed both state and national levels. In 2003, regional unemployment was ten percent, or 25 percent higher than the state unemployment rate of eight percent. In comparison to the national annual average unemployment rate, the region was nearly 67 percent greater. Chart 6.3 and Table 6.8 illustrate the trends in unemployment in Southwest Alaska by boroughs and census areas.

The Aleutians East Borough continues to have the lowest unemployment rate in the region at 4.9 percent in 2003. This rate is less than half of the regional unemployment rate,

Table 6.7: Nonresident Employment Rates in Southwest Alaska (as a percent of total employment)

	2000	2001	2002
Aleutians East Borough	66.8	72.1	66.1
Aleutians West Census	56.8	61.2	57.2
Bristol Bay Borough	70.8	63.8	62.4
Dillingham Census Area	33.3	28.8	15.8
Kodiak Island Borough	22.4	20.7	17.4
Lake & Peninsula Borough	59.7	67.1	42.6
Southwest Alaska	51.6	52.3	40.8
Alaska	17.9	18.4	18.2

Source: ADOLWD, Nonresident Workers in Alaska 2002

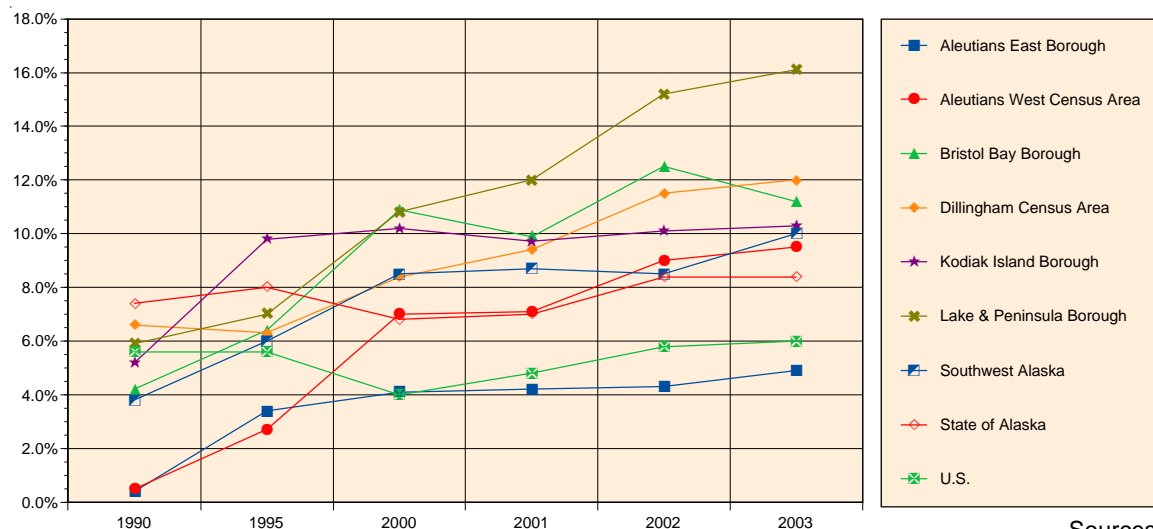
nearly 40 percent lower than the state unemployment rate, and nearly 20 percent lower than the national rate. Despite its overall low unemployment rate, between 2000 and 2003, unemployment has continued to increase in the Aleutians East Borough.

Unemployment in the Lake & Peninsula Borough continues to be the highest in the region. The average annual unemployment rate for 2003 was 16.1%, the third highest rate in Alaska. Of the 3,121 county jurisdictions in the U.S., the Lake & Peninsula Borough ranks in the highest one percent in terms of unemployment.

From 2000 through 2003, unemployment in the Lake & Peninsula Borough has continued to increase. Weak salmon markets and a limited cash economy have contributed to these declines. Development of several large mining claims holds promise for reversing this trend and perhaps alleviating the chronic unemployment in this sub-region and throughout other parts of Southwest Alaska. The most advanced project, Northern Dynasty Mine's Pebble Copper deposit will employ 1,200 to 2,000 workers during its construction phase, which may begin as soon as 2006. Once the mine is operational, in 2008 or 2009, it will employ 600 to 1,000 workers. Additional effort needs to be made to ensure residents are prepared for these emerging jobs.

Between 2002 and 2003, the Dillingham Census Area was the only sub-region in Southwest Alaska to have a decrease in its unemployment rate. Still, with a rate of 11.2

Chart 6.3
Annual Average Unemployment Rates 1990, 1995, 2000 - 2003

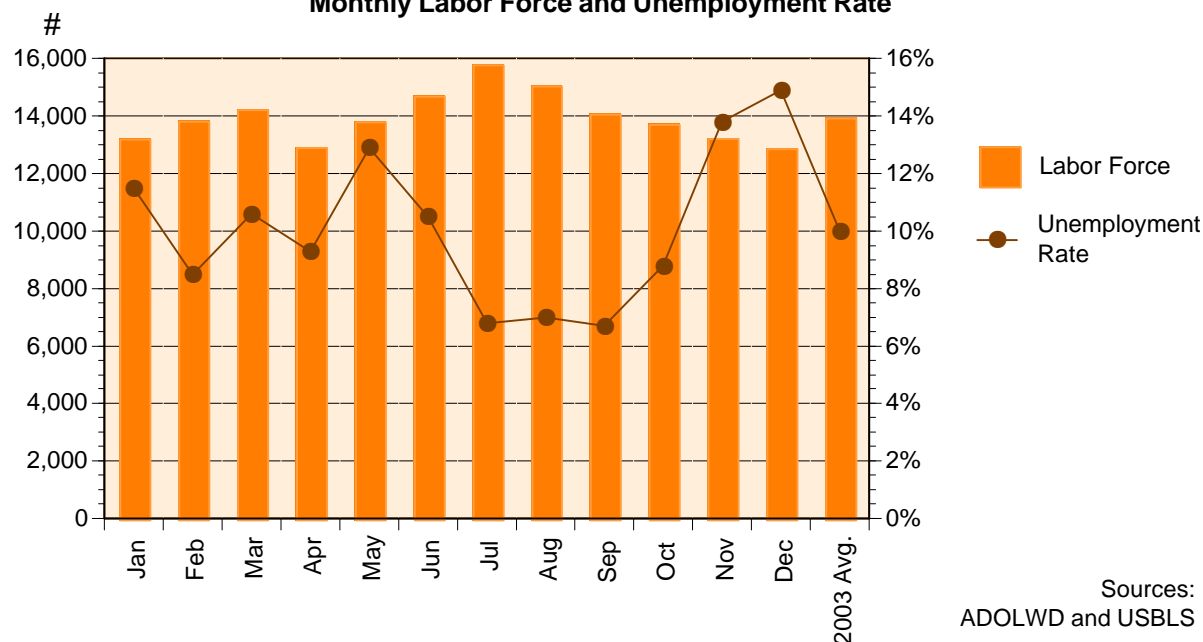


Sources:
ADOLWD and USBLS

Table 6.8
Annual Average Unemployment Rates by Boroughs and Census Areas 1990, 1995, 2000 - 2003

	1990	1995	2000	2001	2002	2003	% Change '00 - '03	% Change '02 - '03
Aleutians East Borough	0.4%	3.4%	4.1%	4.2%	4.3%	4.9%	19.5%	13.9%
Aleutians West Census Area	0.5%	2.7%	7.0%	7.1%	9.0%	9.5%	35.7%	5.5%
Bristol Bay Borough	4.2%	6.4%	10.9%	9.9%	12.5%	11.2%	2.8%	-10.4%
Dillingham Census Area	6.6%	6.3%	8.4%	9.4%	11.5%	12.0%	42.9%	4.3%
Kodiak Island Borough	5.2%	9.8%	10.2%	9.7%	10.1%	10.3%	0.9%	1.9%
Lake & Peninsula Borough	5.9%	7.0%	10.8%	12.0%	15.2%	16.1%	49.1%	5.9%
Southwest Alaska	3.8%	6.0%	8.5%	8.7%	8.5%	10.0%	17.6%	17.6%
State of Alaska	7.4%	8.0%	6.8%	7.0%	8.4%	8.0%	17.6%	-4.8%
U.S.	5.6%	5.6%	4.0%	4.8%	5.8%	6.0%	50.0%	3.4%

Chart 6.4
2003 Southwest Alaska
Monthly Labor Force and Unemployment Rate



percent, unemployment significantly exceeds the regional, state and national averages.

Chart 6.4 illustrates the monthly variations in labor force and unemployment rates, as well as the annual averages for both measures. Seasonality varies across the region due to the different timing of various fisheries. Crab and ground fish fisheries are generally prosecuted in the fall, winter and spring. These fisheries run counter-cyclically to most anadromous finfish fisheries such as salmon and herring.

Income

According to the U.S. Bureau of Economic Analysis, per capita personal income (PCPI) in Southwest Alaska was \$27,895 in 2002. This marks a 7.2 percent increase in per capita income between 2001 and 2002,

Table 6.9
2003 Monthly
Unemployment Rates
for Southwest Alaska
Boroughs and Census Areas
with Comparisons to State
and Federal Rates

Sources: ADOLWD and USBLS

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2003 Avg.
Aleutians East Borough	6.9	3.9	3.4	4.8	6.0	4.9	3.6	3.7	4.0	4.7	8.0	8.2	4.9
Aleutians West Census Area	13.7	7.4	7.6	9.8	13.9	12.3	7.2	6.2	6.1	8.4	11.0	12.1	9.5
Bristol Bay Borough	12.0	12.8	10.6	13.1	10.9	11.9	8.9	9.2	9.1	9.9	13.7	15.1	11.2
Dillingham Census Area	14.5	13.2	12.4	12.9	13.5	11.9	9.2	10.0	10.5	11.3	13.1	13.1	12.0
Kodiak Island Borough	10.2	7.1	12.7	7.9	13.6	10.3	6.2	6.8	5.9	8.9	16.1	17.4	10.3
Lake & Peninsula Borough	18.1	20.4	18.5	20.4	17.4	13.6	11.3	10.9	12.0	13.5	17.2	21.3	16.1
Southwest Region	11.5	8.5	10.6	9.6	12.9	10.5	6.8	7.0	6.7	8.8	13.8	14.9	10.0
Alaska	9.7	9.6	8.7	8.2	7.7	7.7	7.2	7.0	6.9	7.3	7.8	8.4	8.0
U.S.	5.7	5.8	5.8	6.0	6.1	6.4	6.2	6.1	6.1	6.0	5.9	5.7	6.0

Table 6.9: 1990, 1995, 2000 - 2002 Per Capita Personal Income in Southwest Alaska by Boroughs and Census Areas with Comparisons to State and National Levels

	1990	1995	2000	2001	2002	Rank in 27 AK CAs	% Change '01 - '02
Aleutians East Borough	18,524	20,371	22,677	30,446	24,962	21	-18.0%
Aleutians West Census Area	21,175	27,038	21,049	22,322	25,637	19	14.9%
Bristol Bay Borough	33,465	37,337	34,596	37,263	39,474	2	5.9%
Dillingham Census Area	17,889	22,152	26,368	26,997	27,323	17	1.2%
Kodiak Island Borough	21,932	22,342	26,681	28,489	29,255	15	2.7%
Lake and Peninsula Borough	(N)	16,178	21,099	21,179	21,783	25	2.9%
Southwest Alaska - weighted	20,073	23,720	25,407	26,018	27,895	-	7.2%
Alaska	22,712	25,667	29,863	31,837	32,799	-	3.0%
US	19,572	23,255	29,847	30,527	30,906	-	1.2%

◆ Source: U.S. Bureau of Economic Analysis

	Total Personal Income (000)	Net Earnings	% Change '01 - '02	Dividends Interest & Rents	% Change '01 - '02	Transfer Payments	% Change '01 - '02
Aleutians East Borough	64,851	74.8	-17.0	7.8	-2.6	17.4	0.8
Aleutians West Census Area	131,903	77.1	14.3	9.7	-1.8	13.2	-3.4
Bristol Bay Borough	45,040	66.4	1.9	16.7	-2.2	16.9	11.8
Dillingham Census Area	136,042	69.0	2.9	10.9	1.0	20.2	4.7
Kodiak Island Borough	399,828	68.5	2.5	17.0	1.4	14.5	0.5
Lake and Peninsula Borough	34,569	58.3	-6.4	13.9	2.5	27.8	2.1
Southwest Region	812,233	69.9	0.3	13.9	-4.1	16.2	2.5
Alaska	21,040,260	68.2	5.4	15.8	1.0	16.0	4.0

or a 5.5 percent real increase. Table 6.9 shows the PCPI in Southwest Alaska by boroughs and census areas.

In comparison to 2002 U.S. PCPI, Southwest Alaska PCPI is nearly ten percent lower. Regional PCPI was fifteen percent lower than the overall Alaska PCPI at \$32,799 in 2002.

The Bristol Bay Borough continues to have the highest per capita income in the region at \$39,474, or more than 40 percent higher than the regional level and more than 80 percent higher than the lowest per capita income in the region. Ranking second among Alaska's 27 boroughs and census areas, the Bristol Bay Borough PCPI is more than 20 percent higher than the state average. PCPI in the Bristol Bay Borough also out paces the national average by almost 28 percent.

The Aleutians East Borough had a per capita personal income decrease of 18 percent between 2001 and 2002. This was the only sub-region to mark a decline during this time period. In 2001, the sub-region had the second highest PCPI in the region. By 2002, it had slipped to the second lowest.

The Aleutians West Census Area recorded the greatest increase in PCPI between 2001 and 2002 with a nearly 15 percent growth rate. This equates to more than a 13

◆ **Table 6.10: 2002 Total Personal Income, Composition of Total Personal Income, with Changes between 2001 and 2002 in Southwest Alaska by Boroughs and Census Areas**

percent real increase.

All other sub-regions in Southwest Alaska had increases in PCPI ranging from 5.9 percent in the Bristol Bay Borough to 1.2 percent in the Kodiak Island Borough.

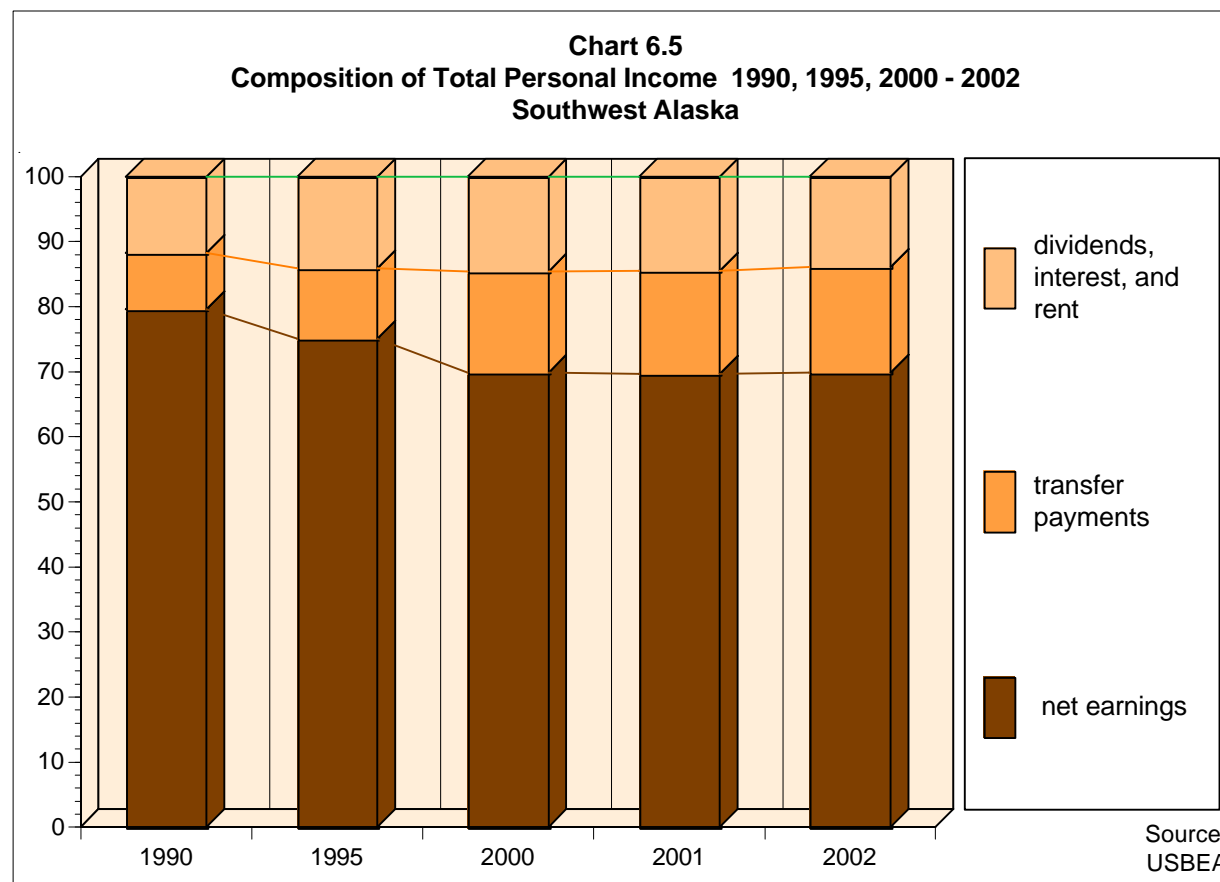
Table 6.10 provides the Total Personal Income by borough and census area for the region, a regional total, and a state comparison. The three components of personal income: net earnings; dividends, interest, and rents, and transfer payments are also delineated.

On a regional level, net earnings increased marginally between 2001 and 2002. The proportion of personal income from dividends, interest and rents decreased by 4.1 percent. Transfer payments as a component of personal income increased by 2.5 percent. Chart 6.5 illustrates the changing composition of PCPI in the region between 1990 and 2002.

Net earnings in the Aleutians East Borough and the Lake & Peninsula Borough decreased between 2001 and 2002. All other sub-regions marked increases in net earnings ranging from a 14.3 percent increase in the Aleutians West Census Area to a 1.9 percent increase in the Bristol Bay Borough.

Personal income from dividends, interest, and rents decreased in the Aleutians East, Aleutians West, and Bristol Bay sub-regions. The Dillingham, Kodiak, and Lake & Peninsula sub-regions noted similar increases ranging from one to 2.5 percent.

Transfer payments from governments to individuals for Social Security, unemploy-



ment compensation, welfare and disability payments increased in all sub-regions except the Aleutians West Census Area, which decreased by 3.4 percent. The Bristol Bay Borough had the greatest increase in transfer payments at 11.8 percent.

The regional average for transfer payments, at 16.2 percent is slightly higher than the state average of 16.0 percent. The Lake and Peninsula Borough and the Dillingham Census Area have the highest level of

transfer payments in the region at 27.8 and 20.2 percent, respectively.

The Aleutians West and Kodiak sub-regions have the lowest transfer payment rate in the region at 13.2 and 14.5 percent, respectively. These two sub-regions are also the only ones in Southwest Alaska to be below the state average for transfer payments.

► **Table 6.11:**
1989 - 1999
People in Poverty and Households
with Dependent Children in Poverty
in Southwest Alaska

Sources:
 U.S. Census Bureau
 1990 and 2000 Census of Population

	All People in Poverty		Rate of Change	Households in Poverty with Related Children under 18 years		Rate of Change
	1989 #	1999 #	89 - '99 %	1989 #	1999 #	89 - '99 %
Aleutians East Borough	292	588	101.4	50	29	-42
Aleutians West Census Area	662	642	-3	105	55	-47.6
Bristol Bay Borough	59	119	101.7	14	42	200
Dillingham Census Area	984	1,045	6.2	436	493	13.1
Kodiak Island Borough	703	901	28.2	203	298	46.8
Lake and Peninsula Borough	330	342	3.6	131	142	8.4
Southwest Alaska	3,030	3,637	20	939	1,059	12.8
Alaska	47,906	57,602	20.2	18,219	20,792	14.1

► **Table 6.12:**
2000 Poverty Estimates

Sources:
 U.S. Census Bureau

	All People in Poverty		Related Children Age 5 to 17 in Families in Poverty		People Under Age 18 in Poverty	
	Number	Percent	Number	Percent	Number	Percent
Aleutians East Borough	314	12.6	31	11	51	13.5
Aleutians West Census Area	347	6.1	35	5.8	55	6.7
Bristol Bay Borough	70	5.9	19	7.2	23	6.7
Dillingham Census Area	867	17.9	316	23.8	440	24.9
Kodiak Island Borough	982	7.2	257	8.5	421	9.8
Lake and Peninsula Borough	290	17.3	107	22.7	146	24.6
Southwest Region	2,870	11.9	765	16.8	1,136	17.5
Alaska	52,442	8.5	13,500	10	21,145	11.5

Poverty

Between 1989 and 1999, the number of people in poverty in Southwest Alaska increased 20 percent mirroring a similar increase for the state as a whole. In both the Aleutians East and Bristol Bay boroughs the number of people in poverty more than doubled over the period. In the Kodiak Island Borough, people experiencing poverty increased by more than 28 percent. The Dillingham Census Area and Lake & Peninsula Borough saw more modest increases in poverty over the period. Only the Aleutians West Census Area had a decline in the number of people in poverty (3%). Table 6.11 summarizes poverty levels between 1989 and 1999.

In October 2003, the U.S. Census Bureau revised poverty estimates for 2000. These figures do not provide comparable measurements from the poverty measures outlined in the 2000 Census of the Population. However, the 2000 estimates are provided in Table 6.12

Based on the 2000 estimates, the Aleutians East, Dillingham, and Lake & Peninsula sub-regions exceeded regional (11.9 percent), state (8.5 percent), and national (11.0) averages. The Aleutians West, Bristol Bay, and Kodiak sub-regions were well below the regional and national averages and somewhat lower than the state average. Poverty rates in these three sub-regions ranged from 5.9 to 7.2 percent.

Table 6.13 outlines poverty levels for the region's Alaska Native population. These poverty rates are based on 1999 data and the U.S. Census of the Population 2000. This table illustrates the higher rate of poverty experienced by Alaska Natives in the region. It also provides a counterbalance to the data skewing inherent with regional and sub-regional estimates, which tend to obscure trends at the village level. Outside of four or five larger communities in the region, the Alaska Native population tends to be higher and more concentrated in smaller communities, villages, and other unincorporated areas. With the exception of the Aleutian East Borough, poverty rates are higher for the Alaska Native population alone in all other sub-regions.

Table 6.13: Southwest Alaska Population For Whom Poverty Status is Determined and an Analysis of Alaska Native Alone Population in Poverty

	Population #	Population for whom poverty status is determined: Income in 1999 below poverty level	Population in Poverty %	Alaska Native Alone Population #	Alaska Native Alone Population for whom Poverty Status is Determined: Income in 1999 Below poverty level	% of Population Alaska Native Alone	Population in Poverty % Alaska Native Alone	% of Total Alaska Native Alone Population in Poverty
Aleutians East Borough	2,697	588	21.8	1,005	88	37.3	15	8.8
Aleutians West Census Area	5465	642	11.8	1145	167	21	26	14.6
Bristol Bay Borough	1,258	119	9.5	550	87	43.7	73.1	15.8
Dillingham Census Area	4,922	1,045	21.2	3,452	958	70.1	91.7	27.8
Kodiak Island Borough	13,913	901	6.5	2,028	291	14.6	32.3	14.3
Lake and Peninsula Borough	1,823	342	18.8	1,340	286	73.5	83.6	21.3

Source: U.S. Census Bureau, 2000 Census of Population

The communities of Southwest Alaska continue to experience the many economic challenges outlined in the Southwest Alaska Comprehensive Economic Strategy 2003 – 2008. The seasonal nature of the cash economy in most areas of the region significantly impacts unemployment, disenfranchised workers, per capita and household incomes, and gross regional product. Poverty levels remain high in many areas of the region, particularly in the smallest, remotest communities.

Significant changes have occurred in several sectors, including the Commercial Seafood Harvesting & Process, Oil & Gas, Mining, and Aerospace and National Defense sectors. Changes or updates for each of these sectors are outlined below.

Commercial Seafood Harvesting & Processing

The Commercial Seafood Harvesting and Processing sector continues to evolve based on robust demand for groundfish; federal, state and local efforts to stabilize and revitalize salmon fisheries; ongoing infrastructure needs to maintain product quality and move product to market quickly in order to maximize value; federal and state efforts to stem the out migration of halibut and sablefish IFQs from small coastal communities; consolidations and closures in the processing sector; ongoing growth and evolution of the CDQ program, and ongoing uncertainty

based on shifting federal and state fisheries and marine mammal management practices.

Salmon Fisheries Revitalization Strategy

The Alaska Congressional Delegation obtained \$50 million in federal funding to help alleviate the impacts of foreign farmed salmon on Alaska's salmon fisheries. These funds were released to the Murkowski Administration, which developed a Fisheries Revitalization Strategy composed of direct payments to impacted individuals and communities, a salmon marketing grant program, an economic development grant program, a small business assistance program, and a targeted fisheries assistance program. This program had a significant impact on those areas within the Southwest region that are largely dependent on salmon fisheries.

Individuals, communities, and fisheries businesses in Southwest Alaska benefited from these programs as follows:

Direct Aid to Impacted Individuals

Direct payments of \$1,650 were issued to active salmon fishermen and crew facing severe economic hardship due to the downturn in salmon fisheries. These funds provided personal assistance for food, energy needs, housing assistance, transportation fuel (including for subsistence activities) and other urgent needs. An initial check for \$1,100 was distributed July 17, 2003. A second check for \$550 was distributed on November 25, 2003.

9.0 Southwest Alaska Regional Economy

Of the \$4.2 million distributed to individuals, slightly more than \$1 million went to addresses in the Southwest region. This represents 24.2 percent of the total funds distributed. Recipients had to have an Alaska mailing address and meet a needs test to

receive this aid. In total, 613 residents of Southwest qualified for direct aid payments. Some payments were redirected to cover payments in arrears for child support and other public services. Table 9.1 summarizes these payments to residents of the region.

Table 9.1: 2003 Directed Aid to Qualified, Resident Fishermen in Southwest Alaska

	# of Beneficiaries	Payment Totals
Akhiok	1	\$1,650
Aleknagik	11	\$18,150
Chignik(s)	34	\$56,100
Clark's Point	9	\$14,850
Dillingham	84	\$138,600
Egegik	5	\$8,250
Ekwok	1	\$1,650
False Pass	2	\$3,300
Iliamna	6	\$9,900
King Cove	21	\$34,650
King Salmon	8	\$13,200
Kodiak	83	\$136,950
Kokhanok	8	\$13,200
Koliganek	13	\$21,450
Larsen Bay	4	\$6,600
Levelock	4	\$6,600

	# of Beneficiaries	Payment Totals
Manokotak	83	\$136,950
Naknek	19	\$31,350
Nelson Lagoon	4	\$6,600
Nondalton	3	\$4,950
Old Harbor	20	\$33,000
Ouzinkie	1	\$1,650
Perryville	9	\$14,850
Pilot Point	11	\$18,150
Port Heiden	3	\$4,950
Port Lions	3	\$4,950
Sand Point	19	\$31,350
South Naknek	22	\$36,300
Togiak	117	\$193,050
Twin Hills	2	\$3,300
Ugashik	2	\$3,300
Unalaska	1	\$1,650
Southwest Region	613	\$1,011,450

Source: ADOLWD and Paula D Scavera, Personal Communication

Table 9.2: 2003 Directed Aid to Communities in Southwest Alaska

	Total Payment
Akhiok	\$530.63
Aleutians East Borough	\$1,101,638.39
Bristol Bay Borough	\$1,739,410.47
Chignik	\$56,421.19
Clark's Point	\$174,474.94
Cold Bay	\$500.00
Dillingham	\$119,145.40
Egegik	\$63,664.59
False Pass	\$27,732.00
King Cove	\$207,513.53
Kodiak	\$321,521.06
Kodiak Island Borough	\$362,963.14
Lake and Peninsula Borough	\$442,001.91
Old Harbor	\$1,603.67
Ouzinkie	\$500.00
Pilot Point	\$61,235.40
Port Heiden	\$1,106.23
Port Lions	\$1,749.23
Sand Point	\$72,144.64
Togiak	\$256,787.26
Total	\$5,012,643.68

Direct Aid to Impacted Communities

On July 3, 2003, the State of Alaska issued checks to local governments impacted by the downturn in the salmon industry. \$7 million was divided among 63 coastal communities where salmon processing is an important economic activity. More than \$5 million of the total or nearly 72 percent was allocated to communities in Southwest Alaska. The money is designed to offset the loss in salmon landing taxes in recent years. Table 9.2 summarizes directed aid to communities.

Trade Adjustment Assistance Program

In January 2003, SWAMC passed a resolution calling for changes in the Trade Reform Act of 2002 that would allow commercial seafood harvesters to qualify for assistance available to other businesses that have been impacted by increased foreign competition. The Alaska Congressional Delegation and the Murkowski Administration worked to ensure that the need for these changes became clear to the U.S. Department of Labor and others on the federal level.

There are three different Trade Adjustment Assistance Programs available. There is the TAA Program under the Department of Labor, the TAA Program under the Department of Agriculture, and the TAA Program under the Department of Commerce. Additionally, the Alaska Department of Labor received a National Emergency Grant, which is providing additional assistance to salmon

harvesters, crew members, and processing workers.

More than 650 residents of Southwest Alaska are receiving assistance under the various TAA programs. In some cases, this means these individuals may no longer be involved in seafood harvesting or processing.

Bering Sea Crab Fisheries

Another significant change in the region's commercial seafood sector is the federal buyback of Bering Sea crabbers. A \$100 million buy back program will reduce the fleet by 28 boats. The remaining boats will pay back the federal government out of future revenues from the fisheries.

The buyout is part of an effort to improve both profits and safety in one of Alaska's most valuable commercial fisheries where margins have been decreasing, and the investment in boats represented stranded capital.

The 28 boats can't participate in commercial fishing again anywhere. Twenty of the boats to be bought out are operated by licenseholders with address in Washington State. Only two boats in the program are homeported in the region, specifically Kodiak. However, all boats in the fleet range throughout the region and the fleet reduction will result in decreased crew jobs and retail activity for fuel, other marine service and general purchases.

In addition to the buyout, the planned rationalization of the fleet in August 2005 is

intended to improve the poor financial health of the fleet, reduce operating costs, and improve job safety. Individual fishing quotas (IFQs) will give each boat a share of the total allowable crab catch and convert the fishery from its present derby-style prosecution.

The impacts of both the buyout and rationalization will continue to roll out as the crab fisheries begin in 2004 and 2005. As with other rationalization programs, the pattern and frequency of shoreside deliveries are anticipated to change. This may have a detrimental impact on some communities in the region, while benefiting others.

Note: The buyout was put on hold as of June 28, 2004, pending a re-calculation of each boat's crab shares, which may have been overestimated.

Bering Sea Pollock Fisheries

In June 2004, the Marine Stewardship Council designated the Alaska pollock fishery as environmentally sustainable. As the largest single fishery in the world, the Alaska pollock fishery was evaluated against stringent standards established by the Council upon the request of the At-sea Processors Association.

APA and other industry advocates pursued the designation to distinguish Alaska pollock from other seafood products. Seafood that carries the MSC designation lets consumers know that it is harvested in a sustainable manner that does not harm the environment.

Most of the 1.5 million tons of pollock harvested in the Bering Sea is processed into surimi, fish sandwich patties, and fish sticks. The fishery comprises approximately one-third of all U.S. seafood landings at an estimated exvessel value of \$750 million in 2003.

Final certification is pending a round of public comment. At least one environmental organization has indicated it will object to the designation.

Environmental Issues

The U.S. Fish and Wildlife Service continues the public process to list the distinct population segment of the Northern Sea Otter in Southwest Alaska as threatened. This listing concerns SWAMC and the communities of the region based on the region's experience with the Steller Sea Lion listing. The range of the DPS and its traditional habitat could impact nearshore fisheries and other nearshore activities.

SWAMC has provided testimony to the USFWS regarding these concerns and the potential impacts to commercial seafood harvesting and processing, as well as the practice of subsistence and traditional lifeways and near shore recreational activities.

Additionally, Oceana, an environmental organization, has petitioned the U.S. Department of Commerce to promulgate a rule to protect deep-sea coral and sponge habitats in the United

States' Exclusive Economic Zone (EEZ). The petition asserts that deep-sea coral and sponge communities are not adequately protected under existing fishery management plans (FMPs) or through pending rulemakings and that current efforts to identify and describe essential fish habitat

(EFH) proceed too slowly to offer immediate protection to these habitats.

The petition seeks a research and regulatory program that includes increased mapping of areas containing deep-sea coral and

Table 9.3: Permit and Fishing Activity for Southwest Alaska 1990 - 2003

	Permit Activity			Fishing Activity			Productivity/Efficiency		
	# Permit Holders	# Permits Issued	# Permits Fished	# Fishers Who Fished	Total Pounds Fished	Estimated Gross Earnings	% Permits Fished	Pounds per Permit	Value per Pound
1990	2,923	5,761	3,962	2,792	407,080,436	\$250,266,755	69%	102,746	\$0.61
1991	2,826	5,639	3,878	2,647	436,135,062	\$196,016,727	69%	112,464	\$0.45
1992	2,754	5,549	3,902	2,630	517,351,733	\$237,591,944	70%	132,586	\$0.46
1993	2,504	4,875	3,345	2,324	499,252,594	\$196,648,224	69%	149,253	\$0.39
1994	2,525	4,837	3,370	2,319	444,545,241	\$207,386,361	70%	131,913	\$0.47
1995	2,378	4,385	3,001	2,211	511,241,123	\$214,003,617	68%	170,357	\$0.42
1996	2,355	4,583	3,152	2,269	382,427,224	\$169,315,032	69%	121,328	\$0.44
1997	2,343	4,626	2,878	1,990	359,956,909	\$147,009,695	62%	125,072	\$0.41
1998	2,286	4,365	2,628	1,873	418,005,315	\$134,712,693	60%	159,058	\$0.32
1999	2,262	4,322	2,749	2,016	430,694,199	\$202,505,799	64%	156,673	\$0.47
2000	2,245	4,276	2,500	1,859	346,836,862	\$150,605,419	58%	138,735	\$0.43
2001	2,182	4,154	2,332	1,692	377,012,296	\$110,993,003	56%	161,669	\$0.29
2002	2,129	3,842	2,086	1,512	322,952,144	\$105,975,155	54%	154,819	\$0.33
2003	2,076	3,696	1,853	1,403	354,339,625	\$90,142,590	50%	191,225	\$0.25

Source: CFEC as compiled by SWAMC

sponge habitat, and identification and description of such areas as both EFH and habitat areas of particular concern (HAPCs); increased protective measures for these habitats, including implementing additional closed areas, and increased enforcement and penalties; enhanced monitoring infrastructure for deep-sea corals and sponges; and increased funding for further research to identify, protect, and restore damaged deep-sea coral and sponge habitats.

This action has far-reaching implications

for nearshore fisheries, primarily in the Aleutian Islands. SWAMC will be tracking this issue and commenting on the petition.

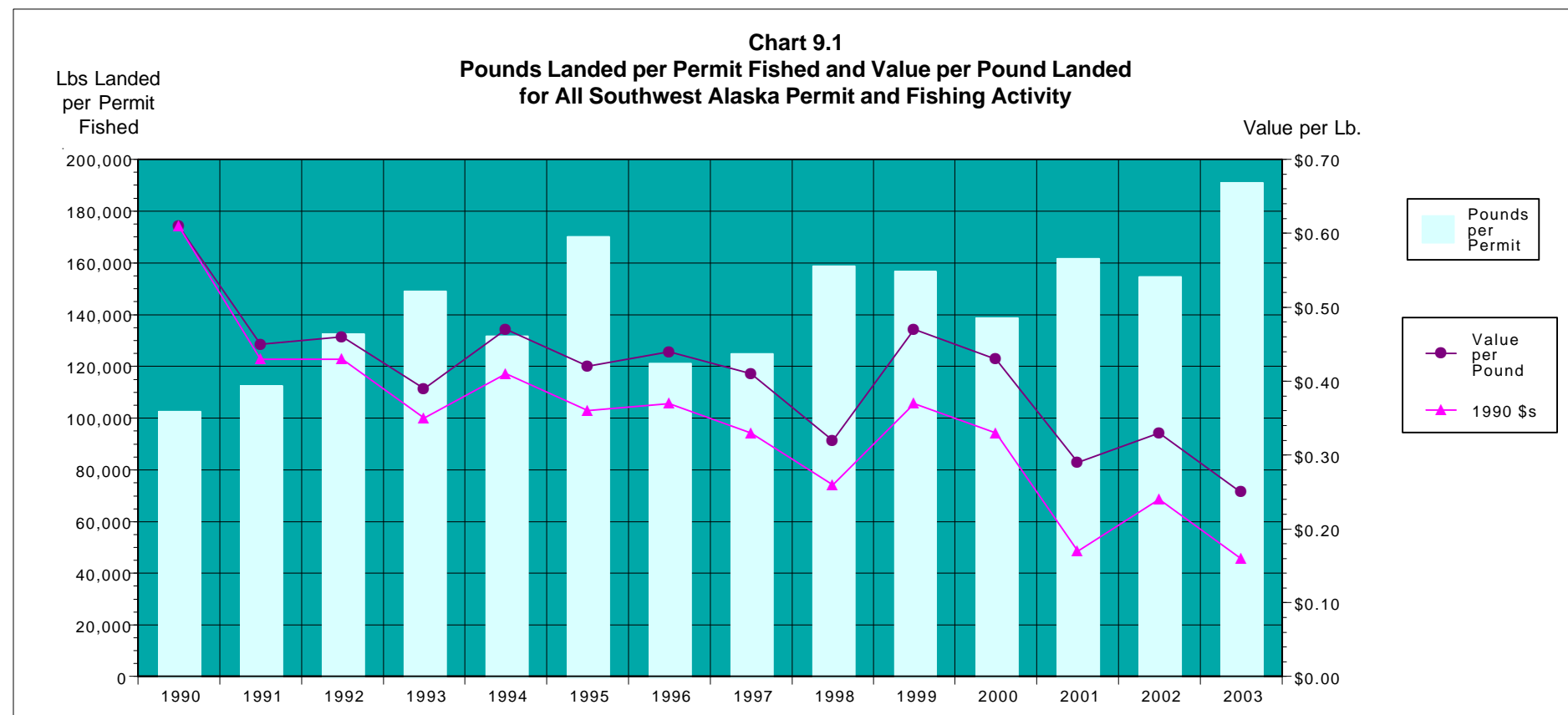
Sector Activity

Table 9.3 summarizes permit and fishing activity for the region from 1990 to 2003. This table also provides productivity measures that illustrate the stranded capital in the sector whereby productivity, expressed as pounds landed per permit, continues to

increase, while value per pound continues to decline.

Between 1990 and 2003, productivity in the sector improved by 154 percent. Conversely, value in the sector declined by 59%. In real terms, as expressed in constant 1990 dollars, value in the sector declined by 74 percent.

Chart 9.1. illustrates this converse relationship between productivity and value.



Since 1999, when there was a modest rebound in value per pound, the return per pound for all regional fisheries has declined 57 percent.

Tables 9.4.A-F outline permit, fishing and productivity measures for each borough and census area in the region.

A closer look at each sub-region reveals that the trend toward increased productivity and decreased value or return on effort is pervasive throughout Southwest Alaska.

Pounds landed per permit fished has increased for each sub-region except the Bristol Bay Borough, where productivity declined by 15 percent between 1990 and 2003. Productivity increases ranged between a high of 278 percent in the Kodiak Island Borough to a low of 48 percent in the Lake and Peninsula Borough.

Return on effort or value per pound landed declined throughout the region, ranging from a 60 percent drop in the Lake and Peninsula Borough to a 51 percent decline in Aleutians West. Again, in real terms the loss of value is even more profound.

An update of offshore fisheries activity will be presented in the next update.

Table 9.4.A: Permit and Fisheries Activity for the Aleutians East Borough 199, 1995, 2000-2003

Permit Activity					Fishing Activity		Productivity/Efficiency		
	# Permit Holders	# Permits Issued	# Permits Fished	# Fishers Who Fished	Total Pounds Fished	Estimated Gross Earnings	% Permits Fished	Pounds per Permit	Value per Pound
1990	271	658	423	243	63,458,380	\$33,887,215	64%	150,020	\$0.53
1995	236	665	423	229	95,501,394	\$30,026,067	64%	225,772	\$0.31
2000	223	531	358	196	74,178,696	\$26,098,871	67%	207,203	\$0.35
2001	225	577	397	187	82,905,146	\$17,227,379	69%	208,829	\$0.21
2002	218	496	323	176	65,798,097	\$16,094,885	65%	203,709	\$0.24
2003	216	475	280	164	68,353,138	\$15,468,449	59%	244,118	\$0.23

Source: CFEC

Table 9.4.B: Permit and Fisheries Activity for the Aleutians West Census Area 199, 1995, 2000-2003

Permit Activity					Fishing Activity		Productivity/Efficiency		
	# Permit Holders	# Permits Issued	# Permits Fished	# Fishers Who Fished	Total Pounds Fished	Estimated Gross Earnings	% Permits Fished	Pounds per Permit	Value per Pound
1990	130	263	137	101	38,785,717	\$16,806,442	52%	283,107	\$0.43
1995	135	267	135	88	7,606,701	\$12,132,879	51%	56,346	\$1.60
2000	103	181	111	81	5,853,254	\$6,754,005	61%	52,732	\$1.15
2001	110	186	101	74	21,407,905	\$7,429,105	54%	211,959	\$0.35
2002	108	189	119	83	3,452,330	\$4,826,034	63%	29,011	\$1.40
2003	98	189	64	36	19,638,050	\$4,198,961	34%	306,845	\$0.21

Source: CFEC

Table 9.4.C: Permit and Fisheries Activity for the Bristol Bay Borough 199, 1995, 2000-2003

Permit Activity					Fishing Activity		Productivity/Efficiency		
	# Permit Holders	# Permits Issued	# Permits Fished	# Fishers Who Fished	Total Pounds Fished	Estimated Gross Earnings	% Permits Fished	Pounds per Permit	Value per Pound
1990	226	331	252	210	11,490,660	\$11,469,491	76%	45,598	\$1.00
1995	208	266	224	198	11,099,829	\$8,358,331	84%	49,553	\$0.75
2000	191	257	212	176	6,653,278	\$3,655,734	82%	31,383	\$0.55
2001	188	246	182	161	7,773,225	\$2,769,074	65%	48,281	\$0.36
2002	190	231	169	160	3,845,750	\$1,600,986	69%	24,036	\$0.42
2003	197	235	181	171	6,578,593	\$2,937,665	73%	38,471	\$0.45

Source: CFEC

Table 9.4.D: Permit and Fisheries Activity for the Dillingham Census Area 199, 1995, 2000-2003

Permit Activity					Fishing Activity		Productivity/Efficiency		
	# Permit Holders	# Permits Issued	# Permits Fished	# Fishers Who Fished	Total Pounds Fished	Estimated Gross Earnings	% Permits Fished	Pounds per Permit	Value per Pound
1990	962	1,694	1,081	760	31,385,279	\$29,736,116	64%	29,034	\$0.95
1995	801	1,218	860	663	39,230,207	\$27,596,096	71%	45,617	\$0.70
2000	741	1,184	634	536	25,560,294	\$14,794,631	45%	47,687	\$0.58
2001	722	1,112	555	490	19,145,556	\$6,594,589	44%	39,073	\$0.34
2002	715	1,030	475	396	9,100,438	\$3,529,440	38%	22,981	\$0.39
2003	698	993	458	426	19,753,554	\$7,940,792	43%	46,370	\$0.40

Source: CFEC

Tourism

Visitation to Southwest Alaska continued to lag in 2003 based on general world and domestic economic conditions. Preliminary bookings for 2004 indicate a recovery on par with pre-9/11 levels. However, increased fuel prices may dampen initial pre-season growth.

A review of public lands visitation levels indicate an increase of xx percent between 2002 and 2003. Kodiak state park sites have been added to Table 9.5. Visitor counts for these units were not available when the CEDS was published last year.

Bed tax revenues are another indicator of tourism sector activity. These revenues are a function of the total rooms inventory, room rate, occupancy, and bed tax rate. While not a direct indication of an increase in visitation, bed tax revenues do provide a trackable measurement of visitor activity in the region.

Ten communities in the region levy and collect bed tax revenues. Table 9.6 summarizes bed tax revenue for these communities between 2000 and 2003. Between 2002 and 2003, bed tax revenues increased marginally at 1.4 percent. Overall, bed tax revenues are marginally lower than in 2001. However, in real terms, revenues are down approximately five percent in constant 2003 dollars.

SWAMC continues to develop regional tourism marketing strategies that will increase demand for tourism in the region. Development of the Alaska Marine Highway National Scenic Byway is continuing. Additional effort toward travel media and international tour wholesalers was completed during the period.

Timber

Weak prices and ongoing cultural changes in key export markets have led to continuing declines in logging activity in the region. In December 2003, Afognak Native Corporation, once one of the largest timber operations in the region, discontinued active logging on its land holdings. At peak operations, Afognak employed several hundred at its logging operation at Danger Bay on Afognak Island. Some of these workers continue to be employed with reforestation and other maintenance activity. Konkor Forest Products Company, a subsidiary of the Natives of Kodiak, continues to operate with its primary activity being management contracts for stumpage sales for other timber operations. The Ouzinkie Native Corporation has the only active timber operation remaining in the region. According to the Kodiak Island Borough, natural resource taxes on timber sales were \$46,007 in 2002, a decline of 17.9 percent from 2001.

Table 9.4.E: Permit and Fisheries Activity for the Aleutians East Borough 199, 1995, 2000-2003

Permit Activity					Fishing Activity		Productivity/Efficiency		
	# Permit Holders	# Permits Issued	# Permits Fished	# Fishers Who Fished	Total Pounds Fished	Estimated Gross Earnings	% Permits Fished	Pounds per Permit	Value per Pound
1990	1,061	2,383	1,765	904	242,420,420	\$135,902,266	74%	137,349	\$0.56
1995	756	1,626	1,096	610	335,570,720	\$119,579,616	67%	306,178	\$0.36
2000	761	1,765	1,062	593	220,196,972	\$89,612,603	60%	207,342	\$0.41
2001	731	1,734	984	535	230,805,522	\$70,287,813	57%	234,558	\$0.30
2002	705	1,632	944	491	229,289,421	\$74,249,781	58%	242,891	\$0.32
2003	687	1,563	772	439	228,161,115	\$54,089,461	49%	295,545	\$0.24

Source: CFEC

Table 9.4.F: Permit and Fisheries Activity for the Aleutians East Borough 199, 1995, 2000-2003

Permit Activity					Fishing Activity		Productivity/Efficiency		
	# Permit Holders	# Permits Issued	# Permits Fished	# Fishers Who Fished	Total Pounds Fished	Estimated Gross Earnings	% Permits Fished	Pounds per Permit	Value per Pound
1990	273	432	304	253	19,539,980	\$22,465,225	70%	64,276	\$1.15
1995	242	343	263	226	22,232,272	\$16,310,628	77%	84,533	\$0.73
2000	226	358	221	179	14,394,368	\$9,689,575	62%	65,133	\$0.67
2001	206	299	199	159	14,974,942	\$6,685,043	67%	75,251	\$0.45
2002	193	264	144	118	11,466,108	\$5,674,029	55%	79,626	\$0.49
2003	180	241	140	125	11,855,175	\$5,507,262	58%	84,680	\$0.46

Source: CFEC

Mining

Significant activity in the mining sector has taken place over the past year and will continue throughout the remainder of the planning period. Three major efforts are

underway, resulting in hundreds of claims being staked, escalating exploration activity, and increasing speculation about the region's mineral resources. All of the activity is focused on an ancient caldera forma-

tion in the hills and lowlands northwest of Lake Iliamna.

Northern Dynasty Minerals

Northern Dynasty Minerals, Ltd. (NDM) is leading the way with its expanded exploration and accelerated development plans for the Pebble deposit. Extensive drilling programs in 2002 and 2003 and independent resource assessments have established the Pebble deposit as the largest deposit of contained gold resources and the second largest deposit of contained copper resources in North America. Inferred resource estimates are currently 26.5 million ounces of gold and 16.5 billion pounds of copper. Substantial near surface, higher-grade starter resources have also been identified within the deposit. Higher-grade resources will facilitate rapid recovery of capital costs during the early years of the project. The Vancouver-based NDM is part of the Hunter Dickinson Group, which owns or holds interests in a portfolio of mining companies in Canada, Alaska, Mexico, South Africa, Chile, and elsewhere.

Earlier this year, NDM acquired \$22 million CDN to finance the rapid advancement of the Pebble Project. Continued exploration, feasibility planning, and permitting are slated to continue through 2006.

NDM and the State of Alaska have executed a Memorandum of Understanding that establishes an interagency review team for the project and outlines tasks to be

Table 9.5: Visitation to Public Lands in Southwest Alaska

	1998	1999	2000	2001	2002	2003
Afognak Island State Park	48	82	122	848	1,135	
Alaska Maritime National Wildlife Refuge	2,500	5,290	18,790	2,100	2,100	
Alaska Peninsula National Wildlife Refuge	2,810	1,250	2,066	NA	NA	5,000
Aleutians World War II Historic Site						
Aniakchak National Monument & Preserve	209	377	251	206	241	
Becharof National Wildlife Refuge	3,383	2,366	2,188	1,950	1,700	5,000
Buskin River State Recreation Site	72,288	87,732	89,591	83.85	109,956	90,800
Fort Abercrombie State Historical Park	56,589	57,797	55,679	62,848	64,496	
Izembek National Wildlife Refuge	500	737	1,850	2,310	2,935	4,000
Katmai National Park & Preserve	45,470	51,399	71,389	67,306	59,266	23,754
Kodiak National Wildlife Refuge	5,562	5,562	9,806	6,464	7,972	12,905
Lake Aleknagik State Recreation Site	44,990	50,525	53,278	58,133	61,060	
Lake Clark National Park & Preserve	11,335	6,190	6,493	4,422	4,315	4,435
Pasagshak State Recreation Site	8,690	13,378	18,679	29,356	8,026	
Shuyak Island State Park	1,546	1,715	1,613	2,305	2,046	
Togiak National Wildlife Refuge	24,685	25,700	25,400	18,465	15,417	16,265
Wood-Tikchik State Park	35,925	38,065	41,374	44,335	46,900	
Southwest Alaska Total	177,369	187,461	232,885	205,398	201,675	

Source: Blended data from ADNR, USFWS, and NPS

undertaken by the team. Such tasks include reviews of baseline and ongoing data collection; coordination of the NEPA process; coordinated and timely review of permit applications, dam permitting; coastal zone review process; land use permitting; the State activities required for various federal permits; and biomonitoring.

NDM has established a project office at the Iliamna Airport as well as an office in Anchorage. Work has commenced on engineering and environmental data needed for completing a feasibility study as well as

an environmental impact statement (EIS) for permits to construct and operate a mine and related infrastructure.

The construction phase of the project may begin as soon as the 2006 field season and continue through 2008. Capital costs to develop the Pebble deposit are estimated at \$750 million to \$1 billion. Operations may begin in late 2008 or early 2009. During the construction phase of the project, NDM estimates a workforce of 1,200 to 2,000 will be needed. Based on current resource estimates, a workforce of 600 to 1,000 will be

needed once operations commence and continue throughout the site's 25 – 30 year life.

NDM may operate the mine directly, seek partners for joint venture operations, or seek other ways to generate a return on its investment in the Pebble deposit.

Liberty Star Gold Corporation

The success of Northern Dynasty's efforts has focused increased interest on the region's resources. In December 2003, Liberty Star Gold Corporation (LSGC) staked 981 claims (237 square miles; 153,000 acres) bordering the Pebble deposit. Known as "The Big Chunk", the claims

were the largest, one-event block of State mineral land staking in Alaska's history. The claims were strategically selected based on continuity with the Pebble mineralized alteration zone. The Big Chunk claims include the major part of the recognized volcanic caldera, the most reasonable source of mineralization at the Pebble project. Liberty Star's claims cover an area roughly three times that of Northern Dynasty's.

LSGC has obtained \$1 million USD to finance ongoing exploration of The Big Chunk. Earlier this spring LSGC completed a detailed airborne magnetic study of The Big Chunk caldera. The findings of the survey will lead to follow-up geotechnical work. At least four areas were identified for immediate ground reconnaissance. Follow-up geotechnical and ground geophysical work is projected to start in mid-May 2004. This work is expected to lead to an extensive drill program about mid field season.

Based on the fieldwork and analysis to be conducted this summer, LSGC expects to locate one or more thinly-covered, large, disseminated porphyry copper-gold-molybdenum mineral zones similar to the Pebble deposit (and other deposits discovered to date in the Pebble zone).

James Briscoe, a professional geologist, is the president of LSGC, a Tucson, Arizona based mining company. Briscoe has been involved in mining operations in Arizona, California and Nevada. Phillip St. George is LSGC's vice president of exploration.

Table 9.6: Bed Tax Revenues 2000 - 2003 for those communities in Southwest Alaska that levy a bed tax

	2000	2001	2002	2003
City of Aleknagik	NA	2,572	6,574	5,000
Bristol Bay Borough	69,801	65,206	38,601	57,244
City of Cold Bay	NA	941	12,581	16,536
City of Dillingham	54,264	49,125	47,772	39,162
City of Kodiak	99,485	114,166	102,381	114,159
Kodiak Island Borough	29,011	42,510	50,672	30,412
Lake & Peninsula Borough	137,462	131,838	124,006	117,639
City of Port Lions	NA	NA	3,798	3,409
City of Sand Point	NA	2,616	4,757	3,194
City of Unalaska	90,682	103,723	114,504	125,792
Southwest Alaska Total	480,705	512,697	505,646	512,547

Source: Alaska Taxable 2000 - 2003, plus additional data from communities

During a stint with Cominico, St. George discovered and explored the Pebble deposit. He also has an ownership stake in Holitna Energy Corporation which owns a gas lease that will provide power to the Donlin Creek gold mine.

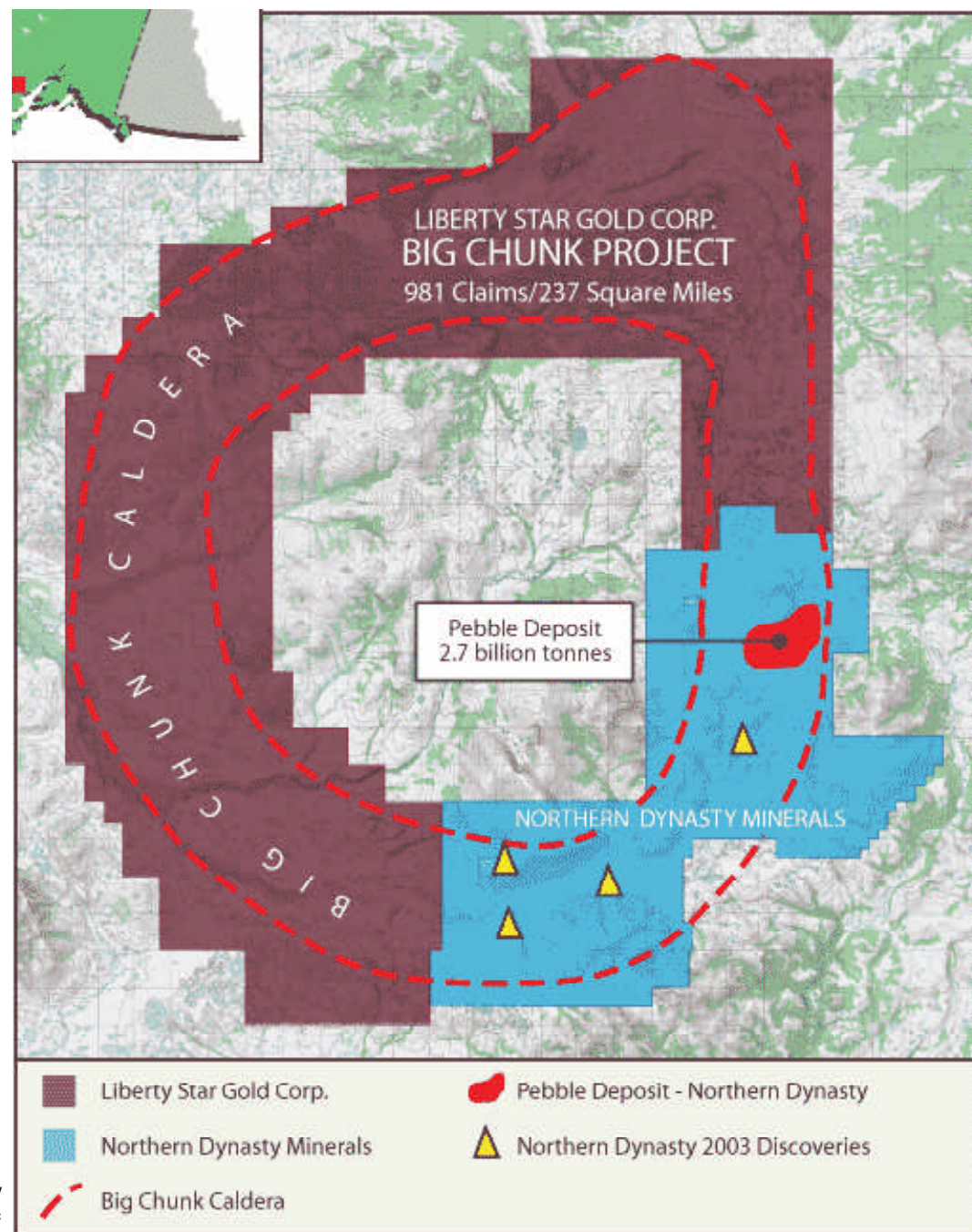
Full Metal Minerals - Pebble South

Another Canadian firm, Full Metal Minerals (FMM) has entered into a letter of intent to earn 100% of the Pebble South property, located to the southwest and northwest of NDM's Pebble deposit, as well as newly discovered deposits. These deposits occur within a 73 square mile northeast trending mineralized system. FMM's land package is comprised of 466 State claims for approximately 298 sq. km, in contiguous blocks.

Within the sulfide system defined by NDM's induced polarization (IP) and soil anomalies, three Cu-Au-Mo porphyry systems have been discovered; the Pebble Deposit, the 38 Porphyry, and the 52 Porphyry. In addition to porphyry deposits, the 37 Copper-Gold Skarn, and the 25 Gold Zone were discovered within the sulfide system. Additionally, there are other high-intensity IP zones that are potential mineralized centers that have not yet been drilled. The IP-defined sulfide system appears to be open-ended to the south and southwest onto FMM's Pebble South claim block.

Very little surface mapping or sampling

**Map 9.1:
Mining
Activity
northwest
of Lake
Iliamna in
the Lake &
Peninsula
Borough**



Source: <http://www.libertystargold.com/i/maps/bigchunk-claim.gif>

has been completed on the claims. An airborne magnetic survey was flown over the claim area in 1999, and a brief follow-up geologic reconnaissance was completed. An area of intense argillic altered older volcanics was located in the eastern part of the claim group. There is no regional geochemistry in the area except for the wide-spaced government data.

FMM plans on initiating a reconnaissance mapping and regional stream sampling on the property, as well as grid geochemical sampling and reconnaissance IP and ground magnetics. Based on gathered geological, geochemical and geophysical data, drill targets will be identified. According to Dave Lappi of Alaska Earth Sciences, a six-person camp will be in place throughout June and July, moving periodically to conduct ground reconnaissance. The results of this fieldwork may lead to additional work in August.

FMM currently has interests in six gold and copper-gold properties in Alaska and Nunavut, including the highly prospective Ganes Creek Gold Project.

Mining Infrastructure Needs

Development of all three mining projects hinges on transportation infrastructure and energy availability and costs. NDM's Pebble deposit is 65 miles from potential deepwater ports on Cook Inlet. As part of Governor Murkowski's "Roads to Resources" program, the planning staff of the Department of Transportation and Public Facilities is investigating potential routing for roads and

port sites (see related story regarding the Southwest Alaska Transportation Plan).

In addition, Governor Murkowski has established a working group to evaluate the demand for and the benefits of a regional energy system (i.e. fuel supplies, power stations and transmission lines).

Oil & Gas

During the time that the CEDS was being compiled and written last winter and spring, significant changes were underway regarding oil and gas development in the region. The Bristol Bay Native Corporation (BBNC) initiated a dialogue about oil and gas development among various stakeholders in the Bristol Bay sub-region as well as with the Murkowski Administration.

That dialogue led to a number of organizations in the Bristol Bay area passing resolutions in support of oil and gas exploration. Most local support is for onshore development. However, some organizations have also expressed support for offshore development.

In July of last year, BBNC and the State of Alaska entered into a Memorandum of Understanding (MOU) to facilitate oil and gas lease sales on both state and BBNC lands in the Bristol Bay area. A similar document was later executed between The Aleut Corporation and the State.

Exploration Licensing

In July 2003, DO&G designated a "study area" in the northern portion of the Bristol

Bay basin, and solicited exploration license proposals for this area. As a result of that solicitation, the division received a proposal from Evergreen Resources, Inc. Evergreen's proposal encompassed 15 townships just north of Naknek and King Salmon. Evergreen proposed a work commitment of \$1.45 million and a term of 10 years.

On September 25, 2003, the division issued a "Notice of Intent to Evaluate" the proposal (though the name of the company and the substance of their proposal was not disclosed) and the public was given 60 days in which to comment on issuing an exploration license within the study area. At the same time, competing proposals were solicited. As a result of this second solicitation, the division received a proposal from Bristol Shores, LLC. This proposal encompasses approximately 737,000 acres, and has a work commitment of \$3.2 million over a 10-year period.

Since Bristol Shores proposal was for a different portion of the basin than Evergreen's proposal, the division did not consider it a competing proposal, and on December 15, 2003 issued a "Notice of Intent to Evaluate" Bristol Shores' proposal. The public was given 30 days in which to comment. At the same time, competing proposals were solicited, but none were submitted. After evaluating Bristol Shores' proposal and comments received, the division decided to proceed with developing a best interest finding.

On December 14, 2003, Evergreen Resources withdrew its application, leaving Bristol Shores as the only proposal that is subject to this finding.

In March 2004, the State of Alaska proposed offering an exploration license on approximately 500,000 acres within 36 townships, within the Seward Meridian, around Dillingham. The proposed license area is bounded on the south by the northern township line of Township 17S, on the north by the northern township line of Township 11S, and between Ranges 52W and 58W. Only lands for which the state owns the subsurface estate will be included in the license.

A draft finding on the exploration license is anticipated by the first part of July 2004, with the license scheduled for award in September with an effective date of October 1, 2004. Things are moving faster than anticipated and may be issued by August 1, according to Jim Hansen with the Alaska Department of Natural Resources.

Alaska's exploration licensing program encourages oil and gas exploration in remote areas of the state, and supplements the state's oil and gas leasing program. The holder of an exploration license has the exclusive right to explore an area between 10,000 and 500,000 acres. The maximum acreage a single licensee can hold at any one time is 2 million acres.

Rather than paying an up-front bonus payment to the state, as is done in conventional leasing, an applicant for an explora-



tion license bids direct exploration expenditures. The bidder willing to spend the most on exploration is awarded the license. The recipient of a license must pay a \$1 per acre license fee and post a performance bond. There are no additional charges during the term of the license. After completing an approved work commitment, the licensee has the exclusive right to convert any compact and contiguous portion of the licensed area to conventional oil and gas leases.

The licensing process is initiated in one of two ways: (1) Each year during April applicants may submit to the Commissioner, Department of Natural Resources, a proposal to conduct exploratory activity within an area they have specified; or (2) the Commissioner, at any time, can solicit proposals to explore an area specified by the Commissioner. This solicitation was done for the Bristol Bay basin in July 2003. In response to the Department's solicitation, one com-

pany submitted a proposal. Following that submittal the Department solicited additional competing proposals from industry.

If it's determined that an exploration license for the Bristol Bay basin is in the state's best interests, a license will be awarded in September 2004 for up to 10 years

Areawide Leasing

Alaska's areawide leasing program allows companies to submit sealed bids on tracts of land of up to 5,760 acres in size. The Commissioner of the Department Of Natural Resources sets the terms of the lease sale; the minimum acceptable per acre bid, the primary term of the lease; and the production royalty rate. The highest bidder on a tract wins the right to explore that tract for oil and gas. However, no activity can take place without the required permits in place. In the Bristol Bay region and the Alaska Peninsula, all activity on an oil and gas lease must be in compliance with the Alaska Coastal Management Program and local coastal management district plans.

Leases normally have a primary term of 7 or 10 years; minimum bids are generally set at \$5 or \$10 per acre, depending on the area being leased; and the royalty rate is normally 12.5% or 16-2/3%. Once a lease is issued, the lessee pays annual rentals to the state, starting at \$1 per acre and increasing to \$3 per acre by the 5 year of the lease.

Throughout the remainder of 2004 and continuing in 2005, the schedule for the

Alaska Peninsula Areawide lease sale calls for ongoing field work and analysis of geological and geophysical data by the state. Initial work on the draft Best Interest Finding (BIF) is slated to begin in December 2004. A consistency review is slated for June 2005 and issuance of the BIF and Consistency Determination is scheduled for July 2005.

Aerospace and National Defense

The Missile Defense Agency (MDA) continues to pursue a research, development, test and evaluation program for the Ballistic Missile Defense System (BMDS). In order to allow for more testing of the BMDS, including the Ground-Based Mid-Course Defense (GMD) element, the MDA is developing and constructing a Test Bed that is expected to be completed by September 30, 2004.

The BMDS Test Bed will allow testing at angles, speeds and conditions that closely replicate operational scenarios. The GMD element's primary objectives are: (1) to complete development of an Initial Defensive Operations (IDO) capability based on the BMDS Test Bed and augmented with additional developmental assets to begin operation in 2004-2005; and (2) to continue a robust test and evaluation program to mature GMD technologies.

Key parts of the IDO/Test Bed are planned or already under construction in

Alaska, including a number of sites in the SWAMC region. On Shemya Island, the existing Cobra Dane radar is being upgraded in order to support flight tests and monitor potential enemy missile launches. Additional work is planned for the Kodiak Launch Complex to allow for target launches. MDA is evaluating the environmental impacts of all this work in accordance with existing laws and regulations.

The Alaska Aerospace Development Corporation (AADC) continues development and operation of the Kodiak Launch Complex. AADC maintains a staff of ten in its Anchorage office and seven on-site in Kodiak.

Construction of a 19,000 square foot maintenance and storage facility is presently underway at a cost of \$4.9 million. Twenty jobs, through a Kodiak-based contractor, are associated with this project. The job is scheduled to be complete before March 2005.

In September 2003, the Missile Defense Agency awarded an \$8 million contract to AADC for all range support, security and safety operations for two or three launches from KLC within the next year. Over the next five years, similar launches are planned, which could increase the value of the sole-source contract to up to \$40 million. The direct economic impact for each launch is estimated at more than \$4 million, based on analysis of previous launches.

The Missile Defense Agency also wants to upgrade the KLC for GMDS target

launches. However, those plans were delayed late last year pending renewal of the KLC's FAA launch license.

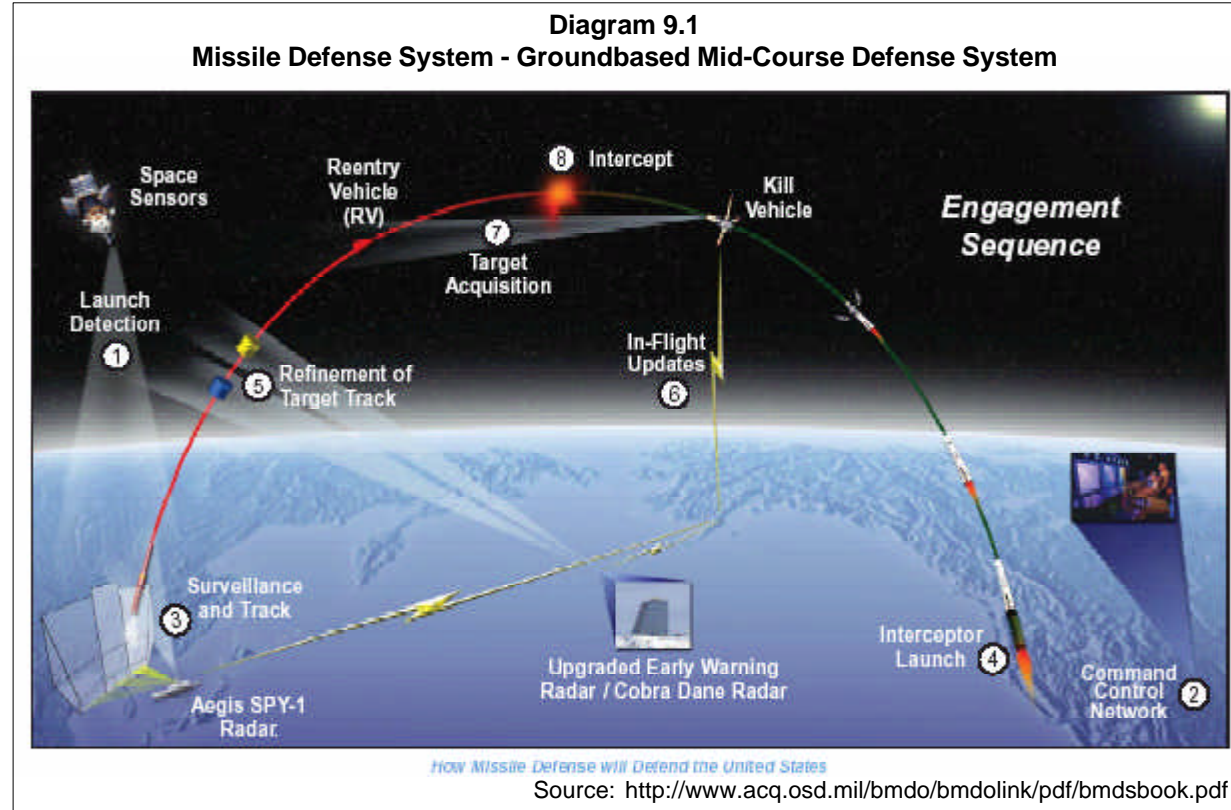
The Missile Defense Agency (MDA) announced in August 2003 that it has selected Adak as the Primary Support Base (PSB) for the Sea-Based X-Band (SBX) radar. The PSB includes a mooring site and minimum logistics support for the SBX.

The selection of Adak was announced as part of the GMD extended test range final environmental impact statement (FEIS), which was completed in August 2003. The FEIS analyzed the impacts of the proposed action and alternatives to establish an extended test range capability to provide more realistic flight-testing of the GMD system.

The SBX vessel, a self-propelled semi-submersible modified oil-drilling platform, will be modified and payloads installed at shipyards in Texas, and is scheduled to begin supporting GMD operations in 2005. The SBX will provide detailed ballistic missile tracking information to the GMD system, as well as advanced target and countermeasures discrimination capability for the GMD interceptor missiles. Sea trials will be conducted in the Gulf of Mexico before moving the platform to Adak.

The BMDS/GMDS facilities and functions in the region are:

- **Kodiak Launch Complex (KLC):** Ground-Based Interceptor (GBI); Target Missile; In-Flight Interceptor Communication System Data Terminal; Commer-



cial Satellite Communications; Transportable System Radar; and Mobile Telemetry or C-Band Radar

- **Eareckson AS:** Shemya Island: In-Flight Interceptor Communication System Data Terminal; Commercial Satellite Communications; Upgraded Early Warning Radar
- **Adak:** Mobile Telemetry or C-Band Radar; Sea-Based Test X-Band Radar Primary Support Base

- **Mobile Telemetry or C-Band Radar:** King Salmon, Pillar Mountain, Pasagshak Point

General Retail Activity

As an indicator of general retail activity in the region, sales tax revenues for the fifteen communities that levy a sales tax and recorded some sales tax collections between 2000 and 2003 are provided in Table 9.7.

Despite overall ongoing poor performance in the region's primary economic sector, sales tax revenues in the region increased by six percent.

Table 9.7: Sales Tax Revenues for those communities in Southwest Alaska that levy a sales tax

Municipality	2000	2001	2002	2003	% Change '02 - '03	Sales Tax Rate
Adak	NA	NA	571,978	570,978	-0.2%	3.0%
Aleknagik	30,309	37,042	97,743	106,606	9.1%	5.0%
Dillingham	\$1,633,393	1,717,094	\$1,892,967	\$1,838,724	-2.9%	6.0%
False Pass	\$11,842	20,299	\$73,633	\$82,598	12.2%	2.0%
King Cove	\$1,011,597	1,165,613	\$636,720	\$926,188	45.5%	3.0%
Kodiak	\$7,122,358	7,139,290	\$6,996,894	\$7,003,452	0.1%	6.0%
Larsen Bay	\$19,418	14,314	\$9,800	\$6,317	-35.5%	3.0%
Manokotak	\$3,326	3,259	\$2,955	\$24,807	739.5%	2.0%
Newhalen	NR	NR	NR	NR	0.0%	2.0%
Nondalton	NR	NR	0	692	0.0%	3.0%
Ouzinkie	\$12,318	6,276	\$5,962	\$8,134	36.4%	3.0%
Saint Paul	\$357,395	328,095	\$288,273	\$294,629	2.2%	3.0%
Sand Point	\$397,888	360,561	\$327,065	\$338,881	3.6%	3.0%
Togiak	\$59,213	65,292	\$63,523	\$58,000	-8.7%	2.0%
Unalaska	\$3,269,242	3,625,064	\$5,233,203	\$5,906,859	12.9%	3.0%
Southwest Region	\$13,928,298	14,482,200	\$16,200,716	\$17,166,864	6.0%	

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective A: Fisheries Development: Healthy, sustained yield fisheries that provide a dependable income to the communities, businesses, and residents of Southwest Alaska								
Strategy 1: Monitor fisheries regulatory, management, and marketing issues that may impact Southwest Alaska fisheries and influence policies, management, and marketing initiatives to create a more stable fisheries economy in the region.								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Fisheries Committee: <ul style="list-style-type: none"> Liaison with agencies, partners Evaluate policies, alternatives Draft SWAMC positions SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of Fisheries Committee Distribute information to members and communities Collect and prepare comments Distribute comments as directed Partners: Communities, Boroughs, Tribal Entities, Harvesters, Processors, allied fisheries organizations, Marine Conservation Association, World Wildlife Fund, The Nature Conservancy	a. Influence the North Pacific Fisheries Management Council's development of Essential Fish Habitat and Marine Protected Areas policy							
	i. Review and evaluate EFH/MPA alternatives		→					
	ii. Draft/comment on preferred alternative most beneficial to SWAMC region			→				
	iii. Mobilize community and industry to comment, participate in NPFMC meetings on EFH/MPH			→				
	iv. Ongoing monitoring of EFH/MPA policy development, implementation and management				→	→	→	→
	Measures: SWAMC region's preferred alternative conveyed to NPFMC; conformity of final policy with SWAMC preferences; # of comments from SWAMC partners							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective A: Fisheries Development: Healthy, sustained yield fisheries that provide a dependable income to the communities, businesses, and residents of Southwest Alaska (continued)								
Strategy 1: Monitor fisheries regulatory, management, and marketing issues that may impact Southwest Alaska fisheries and influence policies, management, and marketing initiatives to create a more stable fisheries economy in the region. (continued)								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 08
		3 months	6 months	12 months				
SWAMC Fisheries Committee: <ul style="list-style-type: none"> Liaison with agencies, partners Evaluate policies, plans, budgets Draft SWAMC positions SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of Fisheries Committee Distribute information to members and communities Collect and prepare comments Distribute comments as directed Partners: Communities, Boroughs, Tribal Entities, Harvesters, Processors, allied fisheries organizations, Marine Conservation Association, World Wildlife Fund, The Nature Conservancy, NFMS, NPFMC, USFWS	b. Influence policy development and management initiatives regarding implementation of the Endangered Species Act, the Marine Mammal Protection Act, and other state and federal fisheries policies							
	i. Network with agencies responsible for implementation							→
	ii. Continue efforts to engage the State of Alaska to serve as an early intervener on legal challenges to the agencies charged with implementing the acts.							→
	iii. Mobilize the communities, harvesters, processors, and residents of the region to participate and comment on policies and issues as they arise.							→
	iv. Track federal oceans policy development and implementation including the U.S. Oceans Policy Commission and other similar organizations.							→
	Measures: Networking meetings/contacts; comments solicited, collected and conveyed to agencies, courts, others; SOA actively engaged as intervener							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective A: Fisheries Development: Healthy, sustained yield fisheries that provide a dependable income to the communities, businesses, and residents of Southwest Alaska (continued)								
Strategy 1: Monitor fisheries regulatory, management, and marketing issues that may impact Southwest Alaska fisheries and influence policies, management, and marketing initiatives to create a more stable fisheries economy in the region. (continued)								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Fisheries Committee: <ul style="list-style-type: none">• Liaison with agencies, partners• Evaluate policies, plans, budgets• Draft SWAMC positions SWAMC Board: <ul style="list-style-type: none">• Review Committee recommendations• Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none">• Facilitate work of Fisheries Committee• Distribute information to members and communities• Collect and prepare comments• Distribute comments as directed Partners: Communities, Boroughs, Tribal Entities, Harvesters, Processors, allied fisheries organizations, Marine Conservation Association, World Wildlife Fund, The Nature Conservancy, SOA: Governor's Office, ADF&G	c. Monitor budgetary and management plans of the Alaska Department of Fish & Game for the Westward and Central Regions							
	i. continue ongoing process to identify and compile regional, sub-regional, and local fisheries issues							
	ii. review the annual operating and capital budget of ADF&G							
	iii. meet annually with the Governor's Fisheries Policy Advisor, the ADF&G Commissioner and the Director of the Commercial Fisheries Division							
	iv. mobilize the communities and members of SWAMC to support annual and long-range fisheries issues.							
	Measures: Submissions to fisheries issues data base; annual budget review completed; annual meeting with ADF&G Commissioner et.al held and outcomes; number of resolutions passed by membership; number of advocacy communications by communities and members.							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective A: Fisheries Development: Healthy, sustained yield fisheries that provide a dependable income to the communities, businesses, and residents of Southwest Alaska (continued)								
Strategy 1: Monitor fisheries regulatory, management, and marketing issues that may impact Southwest Alaska fisheries and influence policies, management, and marketing initiatives to create a more stable fisheries economy in the region. (continued)								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Fisheries Committee: <ul style="list-style-type: none"> Liaison with agencies, partners Evaluate policies, plans, budgets Draft SWAMC positions SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of Fisheries Committee Distribute information to members and communities Collect and prepare comments Distribute comments as directed Partners: Communities, Boroughs, Tribal Entities, Harvesters, Processors, allied fisheries organizations, Marine Conservation Association, World Wildlife Fund, The Nature Conservancy, NFMS, ADF&G, fisheries research entities	d. Advocate for supplemental state, federal and private funds to conduct fisheries, marine mammal, and habitat research.							
	i. Identify research needs in the region through networking with harvesters, processors, FITC, KFRC, NPMSF, and others.			→	X	X	X	X
	ii. Consolidate and report findings to agencies, research consortiums, and others			X	X	X	X	X
	iii. Support research efforts by mobilizing SWAMC communities, members, and others to contribute to research funds							→
	e. Develop a scope of work for the Fisheries Data Integrity Initiative and convene a meeting of stakeholders	→	X	→				
	Measures: Research funding increases for agencies/foundations; funding solicitations sent to SWAMC communities and members; issuance of research priorities/inclusion in legislative priorities.							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective A: Fisheries Development: Healthy, sustained yield fisheries that provide a dependable income to the communities, businesses, and residents of Southwest Alaska (continued)								
Strategy 2: Engage the environmental community in an ongoing dialogue to anticipate, avoid, and alleviate legal challenges that adversely impact the fisheries economy of Southwest Alaska								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Fisheries Committee: <ul style="list-style-type: none"> Liaison with environmental groups Review/modify MOA/POC models Make recommendations to the Board Presentation to membership SWAMC Board: <ul style="list-style-type: none"> Monitor coalition building process Review/approve any MOA/POC SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of the Fisheries Committee Research/draft MOA/POC Partners: Ocean Conservancy, Oceania, Green Peace, Communities, Boroughs, Tribal Entities, Harvesters, Processors, Allied fisheries organizations, Marine Conservation Association, World Wildlife Fund, The Nature Conservancy	a. Establish relationships with targeted environmental groups that have been active in influencing fisheries policies to develop of new paradigm of interaction.							
	i. Review and approve purpose statement							
	ii. Update targeted list of environmental groups and contacts	→						
	iii. Examine Alaska Land Managers Forum for model Memorandum of Agreement and Principles of Cooperation.	→						
	iv. Ongoing coalition building process			→				
	v. Present coalition building update to SWAMC members at FY 05 and FY 06 annual meetings			X	X			
	Measures: Purpose statement drafted; environmental groups identified; MOA and POC models identified/examined; coalition building contacts/meetings; presentations to membership; feedback from membership							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective A: Fisheries Development: Healthy, sustained yield fisheries that provide a dependable income to the communities, businesses, and residents of Southwest Alaska (continued)								
Strategy 2: Engage the environmental community in an ongoing dialogue to anticipate, avoid, and alleviate legal challenges that adversely impact the fisheries economy of Southwest Alaska								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Fisheries Committee: <ul style="list-style-type: none">Liaison with PIESWG SWAMC Finance Committee: Evaluate grant administration agreement SWAMC Board: <ul style="list-style-type: none">Review grant administration agreementMonitor implementation of agreement SWAMC Staff: <ul style="list-style-type: none">Implement the scope of work as defined by the grant administration agreementDevelop and administer evaluation with PIESWG participants Partners: PIESWG	b. Facilitate the work of the Pribilof Islands Ecosystem Stakeholders Working Group							
	i. Maintain and administer pass through grant agreement							
	ii. Support PIESWG process							
	iii. Present PIESWG model at the FY 05 Annual Meeting			X				
	iv. Evaluate grant administration agreement implementation and SWAMC role in PIESWG process							
Measures: Grant administration agreement signed; PIESWG content at FY 05 annual meeting; evaluation completed; grant administration policy reviewed.								

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective A: Fisheries Development: Healthy, sustained yield fisheries that provide a dependable income to the communities, businesses, and residents of Southwest Alaska								
Strategy 3: Facilitate and support industry, state, and local efforts to expand seafood marketing efforts and develop new seafood markets.								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Fisheries Committee: <ul style="list-style-type: none"> Review and make recommendations regarding state and federal seafood marketing efforts Monitor regional branding efforts and recommend regional support strategies Review Web site findings and make recommendations Review/recommend workshop content Review/recommend technical assistance needs assessment Prioritize assessment of new fisheries opportunities SWAMC Board: <ul style="list-style-type: none"> Review/approve Fisheries Committee recommendations Referrals to the Fisheries Committee SWAMC Staff: <ul style="list-style-type: none"> Research issues and present findings to the Fisheries Committee Plan and implement fisheries workshops Partners: Communities, Boroughs, Tribal Entities, Members, ASMI, Alaska Seafood Marketing Board, AFDF, AKMA, EDA, USDA/RD, DCED,	a. Advocate for sustained, well funded Alaska seafood marketing programs and ensure representation of SW AK							
	b. Encourage and support the development of regional seafood branding programs							
	c. Find funding to develop a Southwest Alaska Seafood portal Web site.							
	d. Develop and provide workshops on specialty food product development and marketing				X	X	X	X
	e. Identify ongoing educational and technical assistance needs of harvesters, processors, and direct marketers.							
	f. Advocate for the development of new fisheries, new fisheries markets							
	g. Identify locations and potential for mariculture development							
	h. Collaborate with AFDF and the UAA logistics department to study and improve the seafood supply chain							
Measures: # of resolutions/advocacy efforts for ASMI, ASMB, & OFD; assessment of Web site; # of workshops held; # of participants; # of participant hours of instruction; written report on technical assistance needs in the region; # of advocacy efforts for new fisheries/markets; assessment of region's mariculture potential.								

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective B: Tourism Development: Increase jobs, taxes, capital investments, new business start-ups, and local wealth retention in the tourism sector

Strategy 1: Support the development and maintenance of a regional tourism marketing program.

SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Tourism Committee: <ul style="list-style-type: none"> Review and recommend web site policies Review and recommend guide distribution plan Review, edit, and recommend content changes Evaluate effectiveness of marketing tactics SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of Tourism Committee Draft policies, strategies, plans Make content recommendations Coordinate with contractors Partners: Boroughs, Communities, Tribal Entities Tourism Businesses, Public Land Agencies, APLIC, contractors, CVBs, Members, Village and Regional Corporations, Chambers of Commerce, Alaska Office of Tourism, AWRTA, ATIA, other tourism development entities	a. Maintain and promote the Web site							
	i. conduct content review		→					
	ii. market the site	→	→	→				→
	iii. develop vendor ad options	→						
	iv. develop paid vendor listing policy		→					
	b. Southwest Alaska Vacation Guide							
	i. continue distribution of guide		→		→			
	ii. develop long-term print strategy		→					
	c. Maintain a thorough inventory of tourism businesses and attractions		X		X	X	X	X
	d. Maintain and distribute interactive CD vacation guide							
	i. update content as needed		X		X	X	X	X
	ii. promote CD availability and develop ongoing distribution plan							
	iii. develop vendor advertising options	→						
	e. Determine the feasibility of establishing a separate regional tourism marketing entity			→				
Measures: web site visits and hits; # of guides distributed; # of listings in data base, # of updated listings; # of new businesses;								

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective B: Tourism Development: Increase jobs, taxes, capital investments, new business start-ups, and local wealth retention in the tourism sector								
Strategy 2: Identify and develop niche tourism markets that increase opportunities for residents of Southwest Alaska.								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Tourism Committee: <ul style="list-style-type: none"> Develop and recommend workshop content Review and recommend guide distribution plan SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of Tourism Committee Workshop logistics and promotion Make content recommendations Coordinate with contractors Partners: Boroughs, Communities, Tribal Entities, Tourism Businesses, Public Land Agencies, APLIC, contractors, ADOT/PF, Northwest Cruise Association, CLIA, Cruise Lines, SE Stevedores, Village and Regional Corporations	a. Develop a regionwide cultural tourism strategy							
	i. develop and conduct a regional cultural tourism meeting and/or a "Share Your Heritage" workshop							
	ii. inventory existing cultural tourism attractions and integrate with existing marketing tactics							
	iii. Present content at FY06 annual meeting							
	iv. develop ongoing implementation plan							
	b. Develop a regional plan to expand small ship cruising in Southwest Alaska.							
	i. Determine methods to optimize community benefits from cruising, including comprehensive taxes and fees							
	ii. Develop a cruise ship logistics guide for the region							
	iii. Establish ongoing dialog between industry and communities							
	Measures: Workshops held; # of workshop participants, inventory completed; implementation plan completed; funding secured; itineraries developed/integrated into marketing tactics.							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective B: Tourism Development: Increase jobs, taxes, capital investments, new business start-ups, and local wealth retention in the tourism sector

Strategy 2: Identify and develop niche tourism markets that increase opportunities for residents of Southwest Alaska.

SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Tourism Committee: <ul style="list-style-type: none"> Develop and recommend itinerary content Review and recommend marketing tactics Review and recommend interpretation SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of Tourism Committee Workshop logistics and promotion Make content recommendations Coordinate with contractors Partners: Boroughs, Communities, Tribal Entities, Tourism Businesses, Public Land Agencies, APLIC, contractors, ADOT/PF, Northwest Cruise Association, CLIA, Cruise Lines, SE Stevedores	c. Promote the designation of the Alaska Marine Highway as a National Scenic Byway							
	i. Identify funding sources for marketing and interpretation		→					
	ii. Develop itineraries, revise www.southwestalaska.com to incorporate Scenic Byway content and itineraries,		→					
	iii. Promote itineraries through other marketing tactics.							→
	iv. Develop a regional interpretation plan and seek funding for implementation			→				→
	v. Obtain NSB Seed Grant for year three; obtain FHWA grants for other byway implementation strategies.		→					
Measures: funding secured; itineraries developed/integrated into marketing tactics.								

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective B: Tourism Development: Increase jobs, taxes, capital investments, new business start-ups, and local wealth retention in the tourism sector								
Strategy 3: Influence federal, state, and local policies and management plans regarding public lands, fish and wildlife resources, infrastructure, and marketing.								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Tourism Committee: <ul style="list-style-type: none"> Develop and review advocacy statements Develop partnership and cooperative marketing agreements SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of Tourism Committee Draft advocacy statements Draft partnership and cooperative agreements Maintain agency and other partner contacts Partners: Boroughs, Communities, Tribal Entities, Tourism Businesses, Public Land Agencies, Fish and Wildlife Agencies, ATIA, DCED	a. Advocate better representation for the southwest region in tourism marketing efforts funded by the State of Alaska							→
	i. Continue to work for ARDOR partnership clause in the State of Alaska's Tourism Marketing Contract.				→			
	ii. Partner with the State of Alaska's Tourism Marketing contractor							→
	b. Advocate for additional infrastructure or infrastructure enhancements that accommodate access, egress, disbursement, and comfort of visitors.							→
	i. Encourage communities to factor multi-use considerations into infrastructure design.							→
	ii. Examine transportation linkages to encourage more efficient and intermodal scheduling.							→
	Measures: Adoption of ARDOR inclusion agreement; ability to participate in state tourism marketing program; interline fare agreements; intermodal scheduling achieved; intermodal features in infrastructure projects.							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective B: Tourism Development: Increase jobs, taxes, capital investments, new business start-ups, and local wealth retention in the tourism sector								
Strategy 3: Influence federal, state, and local policies and management plans regarding public lands, fish and wildlife resources, infrastructure, and marketing.								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Tourism Committee: <ul style="list-style-type: none"> Develop and review advocacy statements Develop partnership and cooperative marketing agreements SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of Tourism Committee Draft advocacy statements Draft partnership and cooperative agreements Maintain agency and other partner contacts Partners: Boroughs, Communities, Tribal Entities, Tourism Businesses, Public Land Agencies, Fish and Wildlife Agencies, ATIA, DCED	c. Network with all public land and fish/wildlife agencies in the region							
	i. Track and report visitor usage of public lands, fish and wildlife resources							→
	ii. Partner with communities and agencies to advocate for additional visitor facilities							→
	iii. Seek cooperative marketing opportunities with agencies							→
	iv. Advocate for more locally owned concessionaire contractors							→
	Measures: Agencies contacts made and maintained; Visitor Volume Report; visitor facilities advocated for; visitor facilities funded/constructed; marketing agreements executed.							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective C: Regional Economic Planning: A comprehensive regional economic plan integrated with sub-regional and local planning efforts that focus on increasing wealth retention in the region and improving the quality of life.

Strategy 1: Coordinate an ongoing regional economic planning effort and supplemental research that highlights the economic needs and challenges of Southwest Alaska.

SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC CEDS Committee: <ul style="list-style-type: none"> Review economic analysis Provide local and sub-regional insights Evaluate economic performance, CEDS document Participate in CEDS planning retreat(s) SWAMC Board: <ul style="list-style-type: none"> Review/approve economic analysis and CEDS document Referrals/recommendations to staff Primary review and comments on the Economic Geography study Review and approve final draft of economic geography study SWAMC Staff: <ul style="list-style-type: none"> Draft economic analysis and draft CEDS document Conduct needs assessments and other community surveys as applicable Maintain CIP Data Base Coordinate with research contractor Facilitate work of CEDS Committee and Board of Directors. Partners: Communities, Boroughs, Tribal Entities, Members, EDA, DCED,	a. Produce a Comprehensive Economic Development Strategy/Regional Plan(CEDS/RP) that meets or exceeds the requirements of EDA and DCED							
	i. Evaluate and update the CED/RP annually			→	X	X	X	X
	ii. Conduct semi-annual roundtable discussions and evaluations of economic development efforts in the region.		X	X	→			→
	iii. Continue ongoing information gathering and issue identification through networking, workshops, annual meeting/economic summit and periodic CEDS planning retreats.							→
	iv. Conduct five year comprehensive evaluation and update						→	
	Measures: Evaluation and updates submitted to EDA/DCED; roundtables held; # of participants at roundtables; economic development content at workshops, summits, and retreats; CEDS planning retreat held; # participants/participant hours at CEDS Retreat;							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective C: Regional Economic Planning: A comprehensive regional economic plan integrated with sub-regional and local planning efforts that focus on increasing wealth retention in the region and improving the quality of life.									
Strategy 1: Coordinate an ongoing regional economic planning effort and supplemental research that highlights the economic needs and challenges of Southwest Alaska									
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09	
		3 months	6 months	12 months					
SWAMC CEDS Committee: <ul style="list-style-type: none">Review economic analysisProvide local and sub-regional insightsEvaluate economic performance, CEDS documentParticipate in CEDS planning retreat(s) SWAMC Board: <ul style="list-style-type: none">Review/approve economic analysis and CEDS documentReferrals/ recommendations to staffPrimary review and comments on the Economic Geography studyReview and approve final draft of economic geography study SWAMC Staff: <ul style="list-style-type: none">Draft economic analysis and draft CEDS documentConduct needs assessments and other community surveys as applicableMaintain ongoing Capital Improvement Data BaseCoordinate with research contractorFacilitate work of CEDS Committee and Board of Directors. Partners: Communities, Boroughs, Tribal Entities, Members, research contractor,	b. Conduct an evaluation of the economic geography of Southwest Alaska in relation to the State of Alaska								
	i. Contract with research firm to conduct study	Completed in July 2003							
	ii. Evaluate preliminary findings	Completed in January 2004							
	iii. Develop strategy for publicizing and networking findings	Completed from January – May 2004							
	iv. Publish and distribute findings	Completed in February 2004							
	v. Continue coalition building effort with Southcentral economic development organizations, municipalities, and businesses								→
	vi. Evaluate need and develop strategy for ongoing updates/uses of study.			→					
	Measures: Completion of study; # of reports distributed; # of column inches and broadcast minutes of media coverage; # of desk side briefings; # of public presentations; completion of evaluation								

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective C: Regional Economic Planning: A comprehensive regional economic plan integrated with sub-regional and local planning efforts that focus on increasing wealth retention in the region and improving the quality of life.

Strategy 1: Coordinate an ongoing regional economic planning effort and supplemental research that highlights the economic needs and challenges of Southwest Alaska

SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Board: <ul style="list-style-type: none"> Review/approve ES/AM content Volunteer/facilitate panels, introductions, committee meetings, and annual membership business meeting. SWAMC Staff: <ul style="list-style-type: none"> Meeting logistics and planning Promotion of meeting to communities, members, and others Identify and book speakers, panelists Coordinate with research contractor Facilitate work of CEDS Committee and Board of Directors. Partners: Communities, Boroughs, Tribal Entities, Members, hotel/meeting facility, State and Federal agencies, Village and Regional Corporations, DCED, other ARDORs/EDDs	c. Hold an Economic Summit/Annual Meeting each year in January	→	X		X	X	X	X
	i. Incorporate program content from CEDS goals, committee work, and emerging regional issues							→
	ii. Have members/participants evaluate conference content, presenters, logistics, and identify future planning and technical assistance needs		X		X	X	X	X
	iii. Conduct an annual evaluation of the CEDS/RP as part of an open forum on community and economic development issues in the region.		X		X	X	X	X
	d. Coordinate and collaborate with DCED on the development and implementation of "Access to the Future" – a rural development strategy for the State of Alaska.	→				→		
	Measures: ES/AM held each year; # of participants; # of participant instruction hours; summary and evaluation of CEDS/RP							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective D: Small Business Development: Net increases in new business start-ups result in increased jobs, taxes, capital investments, and wealth retention for the region.

Strategy 1: Determine methods to encourage and facilitate new businesses start-ups and provide technical assistance to existing businesses.

SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Board: <ul style="list-style-type: none"> Review/approve barriers/technical assistance report and recommendations Referrals and recommendations to staff Primary review and comments on the Economic Geography study Review and approve final draft of economic geography study SWAMC Staff: <ul style="list-style-type: none"> Research barriers and technical assistance needs of small businesses Draft plan/make recommendations to overcome barriers Research distance delivery methods Partners: Communities, Boroughs, Tribal Entities, Members, UAA/SBDC; Chambers of Commerce;	a. Support local, regional, and state efforts to provide small business support and technical assistance in the region							
	i. Identify strategies and tactics to overcome barriers to small business development and technical assistance needs.	→						
	ii. Identify methods to provide small business consulting through distance delivery	→						
	iii. Find funding to implement distance delivery strategy.	→						
	b. Network with agencies, partners providing or intending to provide small business training							→
	c. Support efforts of harvesters to apply transferable skills to other businesses and sectors.	→						→
	d. Determine the feasibility of establishing an IDA program to facilitate savings for new business start-ups or business expansions				X			→
	Measures: Small business volumes; report barriers and technical assistance needs; distance delivery methods identified, evaluated and utilized; # of user hours for distance delivery methods developed.							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective E: Other Business and Resource Development: The economic base of Southwest Alaska is increasingly diversified through the development of non-fisheries resources and the expansion of other economic sectors thereby reducing the region's fisheries-dependency

Strategy 1: Encourage the development of natural resources and targeted industries that are compatible and complementary with existing development in Southwest Alaska and local community interests.

SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Board: <ul style="list-style-type: none"> Review/approve prospectus Referrals and recommendations to staff Review/approve support efforts Establish/approve data base policies SWAMC Staff: <ul style="list-style-type: none"> Inventory local oil and mineral development efforts Recommend regional strategies for oil and mineral development Establish process and determine funding for targeted industries study Develop regional prospectus Develop data base and solicit listings Partners: Communities, Boroughs, Tribal Entities, Members, Village and Regional Corporations	a. Support local efforts to develop oil and mineral resources and identify opportunities for regional strategies and cooperation							→
	b. Identify targeted industries that might benefit from co-location with commercial fisheries or realize locational advantages in southwest Alaska		→					
	i. Develop regional prospectus identifying SWAMC region's locational advantages	→						
	ii. Develop targeted industry prospect list		→					
	c. Develop inventory of land and buildings available for development/redevelopment	→						→
	Measures: local oil and mineral development efforts identified/tracked/supported; targeted industries identified; regional prospectus developed and distributed; land and building data base completed/promoted.							

Goal I: Economic Development: Facilitate and support efforts that retain and grow the region's wealth, including diversifying the economic base, resulting in optimal benefits for the residents of Southwest Alaska.

Objective F: Workforce Development: Residents of Southwest Alaska are well educated and trained to assume existing and emerging jobs within the region.								
Strategy 1: Increase the capacity of individuals to participate effectively in the workplace, thereby improving their productivity and employability by aligning industry needs with job and skill training programs.								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Board: <ul style="list-style-type: none"> Review compilation of resources and make recommendations Establish policies for worker data base SWAMC Staff: <ul style="list-style-type: none"> Identify and compile resources Survey key sectors re: training needs Coordinate with partner agencies on workshop/training scheduling Develop worker data base and solicit entries Promote data base to contractors, etc. Partners: Communities, Boroughs, Tribal Entities, Members, AWIB, ADOL, Job Centers, Alaska Association of Human Resource Managers, Alaska Manufacturers' Association, Village and Regional Corporations	a. Finalize application to establish the Southwest Alaska Workforce Development Board	→						
	b. Capacity building strategy							
	i. Identify capacity building/training resources in the region	→						
	ii. Determine unmet and ongoing needs in key sectors		→					
	iii. Coordinate training and workshops to create synergy		→			→		
	c. Encourage out of region contractors to hire local skilled and unskilled workers							
	i. Develop a data base of workers	→	→					
	ii. Promote data base.			→				→
	d. Coordinate regional efforts with the Alaska Workforce Investment Board ADOL Div. of Business Partnerships.	→						→
	e. Identify means to increase local hire for both career and seasonal jobs with federal agencies.	→	→					
	Measures: Inventory of training resources completed/distributed; survey of industry/sector training needs; workshops/resources coordinated; worker data base created; # of worker listings on data base; data base promotion completed/ongoing; # of meetings/contacts with AWIB and ADOL/DBP							

Goal II: Community Development: Facilitate and support efforts to improve the quality of life for communities in Southwest Alaska, thereby creating an environment for sustainable economic development.

Objective A: Infrastructure Development: The communities of Southwest Alaska have a sustainable public infrastructure sufficient to accommodate economic development and provide for an enhanced quality of life.								
Strategy 1: Facilitate the development of an integrated transportation infrastructure that expedites the movement of people and goods to, through, and out of Southwest Alaska thereby enhancing economic competitiveness and quality of life.								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Infrastructure Committee: <ul style="list-style-type: none"> Liaison with agencies, partners Evaluate policies, alternatives Draft SWAMC positions SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of Infrastructure Committee Distribute information to members and communities Collect and prepare comments Distribute comments as directed Partners: Alaska Marine Highway System, Communities, Boroughs, Community Development Quotas, Denali Commission Tribal Entities, State Department of Transportation, Federal Highway Administration, Bureau of Indian Affairs, Alaska Congressional Delegation	a. Increase funding from State, Federal, and Tribal Funding Partners for transportation and infrastructure.							
	i. Inventory Transportation Projects							
	ii. Retain prioritization of Southwest Transportation Projects in STIP				X	X	X	X
	iii. Facilitate consolidation of transportation plans							
	iv. Influence change in Southwest Transportation Plan to reflect changes in regional economy						X	
	v. Assist Southwest communities with securing seed money to be prepared for the STIP process							
	vi. Advocate for full and timely implementation of the Southwest Alaska Transportation Plan with updates and revisions							
	b. Maintain a comprehensive, prioritized inventory of community infrastructure needs.							
	Measures: SWAMC community projects accurately reflected in STIP; comprehensive capital projects lists from all SWAMC communities; regional prioritization of capital projects; number of funding agencies identified and communicated to community transportation leaders; number of changes in Southwest Alaska Transportation Plan, per changes in regional economy							

Goal II: Community Development: Facilitate and support efforts to improve the quality of life for communities in Southwest Alaska, thereby creating an environment for sustainable economic development.

Objective A: Infrastructure Development: The communities of Southwest Alaska have a sustainable public infrastructure sufficient to accommodate economic development and provide for an enhanced quality of life.								
Strategy 2: Support efforts for Southwest Alaska communities, businesses and residents to have sufficient access to communication and information infrastructure to be competitive in world markets and realize educational, medical, and other benefits								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Infrastructure Committee: <ul style="list-style-type: none"> Liaison with agencies, partners Evaluate policies, alternatives Draft SWAMC positions SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of Infrastructure Committee Distribute information to members and communities Collect and prepare comments Distribute comments as directed Partners: Communities, Boroughs, Denali Commission, Private Telecommunications Entities, RCA, Alaska Department of Military & Veterans Affairs	a. Advocate for the development of a fiber optic backbone with the potential to provide broadband access to communities in Southwest Alaska in conjunction with homeland security initiatives.							
	i. Finalize research to establishment of community consortium							
	ii. Present consortium findings at FY 06 Economic Summit/Annual Meeting				X			
	iii. Network with communities, DMVA staff, RCA staff, defense contractors, regional 8A contractors							
	iv. Identify potential funding sources							
	v. Represent SW AK interests on the ATUC and the Statewide Information Infrastructure Task Force							
	v. Work with communities to further develop the consortium concept							
	Measures: Publication and distribution of research findings; presentation at FY04 ES/AM, networking meetings/contacts; publication and distribution of potential funding sources; meetings with communities, contractors, partners.							

Goal II: Community Development: Facilitate and support efforts to improve the quality of life for communities in Southwest Alaska, thereby creating an environment for sustainable economic development.

Objective A: Infrastructure Development: The communities of Southwest Alaska have a sustainable public infrastructure sufficient to accommodate economic development and provide for an enhanced quality of life.								
Strategy 3: Reduce the energy costs, and promote energy efficiency and renewable energy sources throughout Southwest Alaska.								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Infrastructure Committee: <ul style="list-style-type: none">Liaison with agencies, partnersEvaluate policies, alternativesDraft SWAMC positions SWAMC Board: <ul style="list-style-type: none">Review Committee recommendationsMake referrals and recommendations SWAMC Staff: <ul style="list-style-type: none">Facilitate work of Infrastructure CommitteeDistribute information to members and communitiesCollect and prepare commentsDistribute comments as directed Partners: Alaska Energy Authority, Alaska Energy Task Force, Denali Commission, Juneau Economic Development Council, USDA Rural Development, Bristol Bay Energy Task Force, Tribal Entities, Communities, Boroughs, DOE, Village and Regional Corporations	a. Maintain and distribute a survey of energy costs in the region		→		X	X	X	X
	b. Represent the energy issues of Southwest Alaska to the Alaska Energy Task Force		→	→				
	c. Develop an end-use energy efficiency strategy for the region and seek funding sources for implementation.		→	→	→	→		
	d. Support and facilitate research and development of alternative energy in the region.							
	i. Invite the National Renewable Energy Lab to conduct a renewable Energy Resource Assessment in Southwest Alaska		→					
	ii. Identify and publicize alternative energy projects in the region	→	→	→	X	X	X	X
	iii. Research options for tidal power	→	→					
	Measures: Comprehensive database of energy costs in Southwest Alaska; inclusive list of alternative energy projects in Southwest region; regional energy concerns conveyed to Alaska Energy Task Force							

Goal II: Community Development: Facilitate and support efforts to improve the quality of life for communities in Southwest Alaska, thereby creating an environment for sustainable economic development.

Objective B: Health, Education and Public Safety Development: The communities of Southwest Alaska offer a quality of life that ensures a competitive P – 12 education, post-secondary and vocational education opportunities, preventative and emergent health care, and safety and justice for its residents.

Strategy 1: Assist member communities in identifying options for developing a well educated populace/workforce that can compete at state, federal and industry standards.

SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Health, Education and Public Safety Committee: <ul style="list-style-type: none"> • Liaison with agencies, partners • Evaluate policies, alternatives • Draft SWAMC positions SWAMC Board: <ul style="list-style-type: none"> • Review Committee recommendations • Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> • Facilitate work of HEPS Committee • Distribute information to members and communities • Research issues and prepare reports Partners: Cities, Boroughs, Tribal Entities, State and Federal Departments of Education, Regional School Districts, National Education Association, Alaska Congressional Delegation	a. Assess the impact/benefits of regionalizing P-12 education	→						
	b. Identify and publicize local financial support for education within the region as information for policy-makers.							→
	c. Monitor implementation of NCLB and Exit Exam and advocate for funding							→
	d. Encourage collaboration and integration between educational institutions and businesses							
	i. Support local efforts to integrate career pathways curriculum at all grade levels							→
	ii. Support local efforts to increase School-to-Work partnerships							→
	iii. Research options to include entrepreneurship training at MS/HS levels	→						
	iv. Encourage regionwide coordination and utilization of vo/tec and university training, certificate, and degree programs.							→
	Measures: Report on regionalization impacts/costs/benefits; report on local support of education; assessment of NCLB impacts; # efforts on business/school partnerships							

Goal II: Community Development: Facilitate and support efforts to improve the quality of life for communities in Southwest Alaska, thereby creating an environment for sustainable economic development.

Objective B: Health, Education and Public Safety Development: The communities of Southwest Alaska offer a quality of life that ensures a competitive P – 12 education, post-secondary and vocational education opportunities, preventative and emergent health care, and safety and justice for its residents.								
Strategy 2: Compare the quality of life in Southwest Alaska to other regions, averages for the State of Alaska, and national averages.								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Health, Education and Public Safety Committee: <ul style="list-style-type: none"> Liaison with agencies, partners Evaluate policies, alternatives Draft SWAMC positions SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of HEPS Distribute information to members and communities Collect and prepare comments Distribute comments as directed Partners: Cities, Boroughs, Tribal Entities, DHSS, Libraries, Bureau of Vital Statistics, DOL,	a. Create a Quality of Life Index for Southwest Alaska that captures the uniqueness and needs of Southwest communities and that will aid in informing policy makers.							
	i. Finalize 1 st round factors and collect data		→					
	ii. Report findings at FY 05 ES/AM		X		X	X	X	X
	iii. Publish and distribute report			→				
	iv. Evaluate and determine ongoing process to update and maintain QOL Index			→				
	b. Develop plan to improve quality of life performance for critical and priority areas identified by QOL Index and supported by communities and members.			→				→
	Measures: Index created/published; findings reported to communities/members; improvement plan developed, means to implement plan obtained, implementation of plan.							

Goal II: Community Development: Facilitate and support efforts to improve the quality of life for communities in Southwest Alaska, thereby creating an environment for sustainable economic development.

Objective C: Community Planning: Healthy, safe and functional communities in the Southwest Region that have established long term visions and accomplishable goals and plans for sustainable community development.

Strategy 1: Provide guidance in creating community-based plans that are the foundation and guiding tool for community change.

SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Health, Education and Public Safety Committee: <ul style="list-style-type: none"> Liaison with agencies, partners Evaluate policies, alternatives Draft SWAMC positions SWAMC Board: <ul style="list-style-type: none"> Review Committee recommendations Make referrals and recommendations SWAMC Staff: <ul style="list-style-type: none"> Facilitate work of HEPS Committee Distribute information to members and communities Collect and prepare comments Distribute comments as directed Partners: Cities, Boroughs, Tribal Entities, State of Alaska Department of Community and Economic Development, RuralCAP, Alaska Funding Exchange, Resource Solutions	a. Finalize which communities in the Southwest region have community plans. →							
	b. Collect and post all existing community plans to community pages on www.swamc.org →							
	c. Create an accessible, interactive site for the storage and updating of community plans. →							
	d. Organize and provide community planning workshops for Southwest region. →							
	e. Promote and implement Community Planning Assistance Policy with at least one distressed community. →							
	f. Organize and provide facilitation skills training →							
	g. Organize and provide training in conducting a survey →							
	h. Organize and provide leadership skills training →							
	Measures: Complete collection of existing community plans; interactive website for community plans; successfully complete several community planning workshops; community plans for all communities in Southwest Alaska							

Goal III: Organizational Development: Expand and strengthen the ability of the Southwest Alaska Municipal Conference to advance the economic and social interests of southwest Alaska.

Objective A: Communications: SWAMC maintains and engages an extensive network of partners in ongoing communication about the activities of the organization and the state of the region.								
Strategy 1: Increase and broaden communication between SWAMC, communities, borough, members, partner organizations, and the general public to build understanding about the region, its economy, and the needs of its residents.								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 06	FY 08	FY 08
		3 months	6 months	12 months				
SWAMC Board: <ul style="list-style-type: none"> Review/approve staff recommendations Provide occasional content for newsletter, web site, and news releases. SWAMC Staff: <ul style="list-style-type: none"> Write and produce newsletter Coordinate with print house Write and distribute email notices Review and recommend changes to Web Site Complete changes possible in-house Coordinate with Web contractor as possible. Plan workshops and meetings Partners: Cities, Boroughs, Tribal Entities, Media Outlets, members, contractors	a. Disseminate information about SWAMC program, activities, and positions							
	i. Continue publication of a quarterly newsletter							→
	ii. Develop weekly/bi-weekly email notices with timely/perishable information							→
	iii. Update the www.swamc.org site							
	iv. publish an annual report			X	X	X	X	X
	b. Develop and implement member and partner feedback opportunities via web-based surveys and other mediums	X						→
	c. Issue news releases, seek editorial board meetings, and hold news conferences as needed.							→
	d. Hold technical assistance workshops							→
	e. Hold an Economic Summit and Annual Meeting each year in January		X		X	X	X	X
	Measures: 30 newsletter issues published and distributed; # of email notices produced; Web site updated; Web trends pre and post changes; web surveys fielded and response samples; news releases issues; column inches and broadcast minutes of coverage about SWAMC and region							

Goal III: Organizational Development: Expand and strengthen the ability of the Southwest Alaska Municipal Conference to advance the economic and social interests of southwest Alaska.

Objective B: Policy and Issue Advocacy: SWAMC influences the development of state and federal policies to create favorable outcomes for its communities, members, and partners.								
Strategy 1: Create consensus on regional and local issues that will advance the collective interests of the region.								
SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Legislative Committee <ul style="list-style-type: none"> Suggest and review legislative policy and priority recommendations from members Categorize/regionalize legislative policies and priorities Make recommendations to the Board 	a. Address reduction in state funds to municipalities/local communities							→
	b. Provide municipalities and members with a resolution process to advance local and regional issues for SWAMC support							→
	c. Maintain an ongoing record of SWAMC positions							→
	d. Produce and distribute an annual compilation of legislative priorities		X		X	X	X	X
	e. Advocate for state and federal funding to implement state and federal mandates							→
	SWAMC Board: <ul style="list-style-type: none"> Review/approve Legislative Committee Recommendations Communicate legislative priorities to decision-makers Adjudicate resolution adoption process 							
SWAMC Staff: <ul style="list-style-type: none"> Solicit resolutions and issue identification from members Compile and cross-reference resolutions and legislative priorities Distribute resolutions and legislative priorities to targeted audiences 	Measures: # of resolutions submitted by members; # of resolutions developed by Board; # of resolutions advanced to distribution; data base of resolutions created and maintained; # of legislative priorities adopted annually; # of compilations distributed; funding advocacy communications.							
Partners: Cities, Boroughs, Tribal Entities, Governor Murkowski, Alaska Congressional Delegation, all state and federal departments								

Goal III: Organizational Development: Expand and strengthen the ability of the Southwest Alaska Municipal Conference to advance the economic and social interests of southwest Alaska.

Objective C: Organizational Efficiency and Effectiveness: The Southwest Alaska Municipal Conference enjoys the visionary leadership of a fully engaged Board of Directors, contributions and participation of motivated volunteers, the productivity of a capable staff, and the involvement of interested and worthy partners. It is well-managed, financially secure, and progressive in developing programs and policies that further the collective interests of the region.

Strategy 1: Volunteers: Engage municipal and associate members in leadership, committee, and other volunteer assignments to help guide and shape programs and policies.

SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Board: <ul style="list-style-type: none"> Recommend/approve Committee structures and members Name/appoint task forces/work groups Review/approve Committee recommendations Refer issues to Committees Evaluate executive director SWAMC Staff: <ul style="list-style-type: none"> Schedule/facilitate board, committee, and other meetings Arrange meeting logistics and details Prepare and distribute agenda packets Prepare and distribute meeting follow-up materials Partners: Cities, Boroughs, Tribal Entities, Members	a. Regular meetings of the SWAMC Board of Directors to provide leadership, review performance, and give staff direction							
	i. Monthly teleconferences							→
	ii. Evaluate E.D. performance	X			X	X	X	X
	iii. Planning/evaluation retreat		X		X	X	X	X
	b. Maintain a cadre of SWAMC Committees actively providing input and suggestions on SWAMC programs and policies							
	i. Monthly or as needed teleconferences							→
	c. Task Forces/Work Groups established as needed to address specific issues							→
	Measures: # of Board meetings held; # of Committee meetings held; # of volunteer hours; # of task force/work group meetings held;							

Goal III: Organizational Development: Expand and strengthen the ability of the Southwest Alaska Municipal Conference to advance the economic and social interests of southwest Alaska.

Objective C: Organizational Efficiency and Effectiveness: The Southwest Alaska Municipal Conference enjoys the visionary leadership of a fully engaged Board of Directors, contributions and participation of motivated volunteers, the productivity of a capable staff, and the involvement of interested and worthy partners. It is well-managed, financially secure, and progressive in developing programs and policies that further the collective interests of the region.

Strategy 2: Membership Development: Increase municipal and private sector membership investments and participation in SWAMC.

SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Board: <ul style="list-style-type: none"> Review/approve membership benefits and fees Review member satisfaction levels Review/approve recruitment tools Review membership status reports SWAMC Staff: <ul style="list-style-type: none"> Analyze member benefits/costs Report to Board Develop member recruitment tools Report membership status Develop member survey Compile and report member satisfaction survey findings Partners: Cities, Boroughs, Tribal Entities, Targeted Businesses, Other economic development entities	a. Evaluate current membership program							
	i. Review member benefits and costs →							
	ii. Review membership dues, fees, and other costs →							
	iii. Develop recommendations for continuation and/or revision of membership program. →							
	b. Develop, maintain, and distribute membership recruitment tools							→
	c. Increase municipal member participation to 75% by 2008					→		
	d. Recruit new private sector members							→
	e. Conduct a membership satisfaction survey to gauge program.							
	i. Develop survey	Completed June 2004						
	ii. Field survey biennially	X			X		X	
	iii. Report findings		X		X		X	
	Measures: Membership program evaluation completed; recruitment tools developed; # of membership recruitment solicitations; # of new memberships; benchmark membership satisfaction measures/improvement in membership satisfaction; % of total revenues derived from memberships.							

Goal III: Organizational Development: Expand and strengthen the ability of the Southwest Alaska Municipal Conference to advance the economic and social interests of southwest Alaska.

Objective C: Organizational Efficiency and Effectiveness: The Southwest Alaska Municipal Conference enjoys the visionary leadership of a fully engaged Board of Directors, contributions and participation of motivated volunteers, the productivity of a capable staff, and the involvement of interested and worthy partners. It is well-managed, financially secure, and progressive in developing programs and policies that further the collective interests of the region.

Strategy 3 Finances and administration: Expand the financial resources and administrative capacities of the organization.

SWAMC Role and Partners:	Tactics and Tasks:	FY 05			FY 06	FY 07	FY 08	FY 09
		3 months	6 months	12 months				
SWAMC Finance Committee <ul style="list-style-type: none"> Review monthly financial statements Review/recommend financial policies Provide staff direction on financial matters SWAMC Board: <ul style="list-style-type: none"> Review/approve Finance Committee recommendations Refer financial matters to the Finance Committee Review/approve monthly financial statements SWAMC Staff: <ul style="list-style-type: none"> Maintain financial records Coordinate with accountant/auditor Prepare monthly financial statements Respond Board and Committee questions regarding financial matters Maintain administrative and organizational records Partners: Accounting contractor, auditor, The Foraker Group,	a. Maintain or increase existing revenue sources, while seeking new recurring revenue sources							
	i. Maintain ARDOR and EDD funding;				X	X	X	X
	ii. Advocate for performance based formula for ARDOR funding.	Completed June 2004, Ongoing support						
	ii. Grow membership revenues by 3-5% each year							
	iii. Increase earned income by 3-5% each year							
	b. Conduct an annual audit review	X			X	X	X	X
	c. Maintain financial records according to SWAMC Financial Management Policies							
	d. Maintain organizational records according to SWAMC Administrative Policies							
	e. Conduct annual performance evaluations for all staff members			X	X	X	X	X
	Measures: rate of change/growth for various funding sources; performance based ARDOR funding achieved; annual audit review completed; performance evaluations completed							

Appendix B: Capital Improvement Projects

	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Aleutians East Borough									
Boroughwide	1		2005	Transportation Planning	50,000				
			2004	King Cove to Cold Bay Road, Land Lease	0	0	DOT&PF		
			2004	King Cove to Cold Bay Road through Izembek Wildlife Refuge	37,500,000	20,000,000	Federal	Funded	Preliminary
				Total	37,550,000	20,000,000			
Akutan									
Akutan	1R		2005	Road to Head of Bay	1,570,000	141,771	DOT&PF	Planned	Design
			2004	Construct Public Safety Bldg.	200,000	200,000	AEB/City	Funded	Completed
			2004	Salt House Cove 1 Modification, Akutan City Dock Moorage Expansion				Potential	
			2004	Water and Sewer Project		715,200	DEC/VSW	Funded	
			2004	Bulk Fuel Storage and Underground Pipeline Replacement-Phase 4		25,000	CED	Funded	
			2004	New Water Source and Treatment System	1,500,000		IHS/EPA	Funded	N/A
			2004	Bulk Fuel Storage Facility	1,200,000	1,200,000	AEB/City	Funded	Construction
			2004	Construct Road From Airport to Port in Akutan	3,000,000				
			2004	Develop Geothermal Resource	30,000,000		DOE/Private Dev.	Potential	
			2004	Extend the Skiff Moorage Facility		100,000	DCED	Planned	
			2004	Sport Charter Fishing			APICDA	Proposed	
			2003	Water & Sewer Feasibility Study	100,000		DEC/VSW	Funded	Completed
	1M		2003	Underground Pipeline Replacement, Phase 3	26,316			Proposed	
			2002	Airport Master Plan, Phase 2 Environmental	1,066,667	66,667	DOT&PF	Planned	Design
			2002	Underground Pipeline Replacement, Phase 2	26,316			Proposed	
			2002	Harbor/Construction	7,500,000	7,500,000	COE	Funded	Preliminary
			2002	Airport Master Plan, Phase 3	1,277,857		DOT&PF	Proposed	
	1A		2002	Construct Land Based Airport	4,000,000		DOT&PF	Proposed	
			2002	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Preliminary
			2001	Grade & Drain Road to Akutan Harbor	1,800,000	1,800,000	BIA	Funded	Preliminary
			2001	Health Clinic Replacement, Phase 2	601,431	324,173	ANTHC	Funded	Construction
			2001	Underground Pipeline Replacement, Phase 1	26,316			Proposed	
			2001	Production of digital databases and maps	20,000	20,000	N/A	Funded	Completed
			2000	Bulk Fuel Planning & 35% Design		25,000	Denali Commission	Funded	Completed
			2000	Bulk Fuel Storage Replacement	25,000			Proposed	
			1999	Health Clinic Renovation	286,763	139,382	DCED	Funded	Completed
			1999	Health Clinic Replacement, Phase 1	277,258	277,258	Denali Commission	Funded	Completed
			1999	Underground Tank Removal and Replacement	26,316	25,000	DCED	Funded	Completed
			1999	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Construction
			1998	Improved telecommunications, including telemedicine			N/A	Potential	Completed
			1998	Harbor/Feasibility Study	100,000	100,000	COE	Funded	Design
			1997	Guided Horseback Tour Development	70,000	50,000	N/A	Potential	N/A
			1997	Ecotourism Guided Tour Development			N/A	Potential	N/A
			1997	Greenhouse pilot project			N/A	Potential	N/A
			1995	Prepare ANCSA 14(c) Map of Boundaries			DCED	Funded	Preliminary
					Totals	54,750,240	12,759,451		
Belkofski Village									
Belkofski Village			2002	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Preliminary
			1999	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Construction
			Totals	50,000	50,000				

Appendix B: Capital Improvement Projects

	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Aleutians East Borough									
Cold Bay									
Cold Bay	2A		2005	Landfill Rehabilitation and Improvements	600,000				
		2005	Airport Terminal Construction						
		2005	Health Clinic Improvements or Replacement						
		2004	Lengthen Crosswind Runway	10,000,000		DOT&PF	Funded	Construction	
		2003	Aerial Mapping - Base Map	15,000	10,000	DEC/VSW	Funded	Completed	
		2003	Community Center Construction	26,316	25,000	DCED	Funded	Completed	
		2003	Rehabilitate South Apron	4,266,667	4,000,000	DOT/FAA	Funded	Completed	
		2003	Airport Crosswind Runway Resurfacing & Safety Area Expansion	4,000,000	250,000	DOT&PF	Planned	Design	
		2003	Airport Apron Reconstruction	4,000,000	250,000	DOT&PF	Planned	Design	
		2003	Rehabilitate Crosswind Runway 8/26	2,133,333	2,000,000	FAA	Planned	Invite for Bid	
		2003	Improve Runway 8/26 Safety Area	2,133,333	2,000,000	FAA	Planned	N/A	
		2003	Generator Building Replacement	480,000	450,000	FAA	Planned	N/A	
		2002	Landfill/Water Quality Feasibility Study	100,000	25,000	DEC/VSW	Funded	Completed	
		2002	Airport Rescue & Fire Fighting Equipment	470,000	470,000	DOT&PF	Planned	Completed	
		2002	Airport Snow Removal Equipment - Dump Truck w/Attachments	185,000		DOT&PF	Planned	N/A	
		2001	City Park	26,316	25,000	DCED	Funded	Construction	
		2001	Generator Building Replacement	300,000	30,000	DOT&PF	Planned	Design	
		2000	City of Cold Bay Community & Visitors Center	322,000	322,000	Denali Commission	Funded	Completed	
		1999	Tourism Planning Activities	50,000	25,000	DCED	Funded	Preliminary	
		1999	Overall Economic Development Plan	15,500	7,500	DCED	Funded	Completed	
		1998	Improve Telecommunications, Including Telemedicine			N/A	Potential	N/A	
		1997	Technology/Telecommunications for Access	50,000	50,000	N/A	Potential	N/A	
					29,173,465	9,939,500			
False Pass									
False Pass	3A		2005	Harbor Marketing	50,000				
		2005	Harborhouse Construction	600,000					
		2005	Sewer System Construction	3,000,000					
		2005	Energy Cost Reduction	300,000	300,000	AEA	Funded	Construction	
		2005	Harbor Equipment	1,000,000					
		2005	Community Fuel Sales	600,000					
		2004	Shoreside Processing Facility			APICDA	Planned		
		2004	Dock Facility Forklift Purchase		25,000	CED	Funded	Completed	
		2004	Store			APICDA	Proposed		
		2004	Airport Master Plan		290,000	DOT&PF	Funded	In Process	
		2003	Fire Truck and Support Equipment	26,316	25,000	DCED	Funded	Completed	
		2003	Airport Access Road Resurfacing and Bridge Repair, Ph 2	200,000	18,100	DOT&PF	Planned	N/A	
		2003	Wastewater Treatment & Disposal Feasibility Study	100,000		DEC/VSW	Funded	Completed	
		2003	Water System Improvements	946,000	236,500	DEC/VSW	Funded	Construction	
		2002	Construction of Public Safety Building	26,316	25,000	DCED	Funded	Completed	
		2002	Lighting System		420,000	DOT&PF	Proposed		
		2002	Coastal Navigation Project	12,650,000		DOT&PF	Proposed		
		2002	Harbor/Construction	2,500,000	2,500,000	COE	Funded	Design	
		2002	Indian Housing Block Grant	32,843	32,843	HUD	Funded	Preliminary	
		2001	Public Safety and Clinic Building Construction	26,316	25,000	DCED	Funded	Completed	
		2001	School Heat, Wall & Windows	200,000	140,000	N/A	Potential	N/A	
		2000	Water System Improvements	750,000	750,000	EDA	Funded	Construction	
2000	Public Safety Building Construction	200,000	200,000	DCED	Funded	Completed			
2000	Landfill/Access Road Feasibility Study	30,000	30,000	Denali Commission	Funded	Construction			
1999	Indian Housing Block Grant	33,614	33,614	HUD	Funded	Construction			

Appendix B: Capital Improvement Projects

	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase		
Aleutians East Borough											
False Pass - continued											
False Pass	2M		1999	Overall Economic Development Plan	15,500	7,500	DCED	Funded	Completed		
			1999	Water & Sewer Improvements	80,500		ANTHC	Funded	Construction		
			1999	Clinic Construction	400,000	200,000	DCED	Funded	Completed		
			1999	New Small Boat Harbor	13,500,000	2,224,000	DOT&PF	Planned	Invite for Bid		
			1998	Airport Runway Lighting			N/A	Potential	N/A		
			1998	Improved telecommunications, including telemedicine			N/A	Potential	N/A		
			1997	Rebuild Waste Heat Recovery System	50,000	50,000	N/A	Funded	Completed		
			1997	Waste Oil Burner	10,610	7,950	N/A	Funded	Completed		
				37,328,015	7,540,507						
King Cove											
King Cove	9M		2003	Power System Upgrade	26,316	25,000	DCED	Funded	Preliminary		
			2002	Indian Housing Block Grant	49,784	49,784	HUD	Funded	Preliminary		
			2002	Landfill Lateral Expansion	163,600		N/A	Potential	N/A		
			2002	Develop and Construct Lenard Harbor	89,000,000		DOT&PF	Proposed			
			2002	Aerial Mapping	24,000	24,000	BIA	Funded	Preliminary		
			2002	Airport Road	3,555,555	355,555	BIA	Funded	Construction		
			2002	City Streets	3,000,000	3,000,000	BIA	Funded	Design		
			2001	Lagoon Bridge/Airport Access Road	10,047,926	1,619,706	DOT&PF	Funded	Construction		
			2001	Lenard Harbor Access and Development	34,500	34,500	Private	Funded	Preliminary		
			2001	Harbor House (Phase 2)	26,316	25,000	DCED	Funded	Completed		
			2001	Develop annual scrap metal recycling plan	30,000	30,000	N/A	Potential	N/A		
			2000	Cold Storage Facility			N/A	Potential	N/A		
			2000	Utilities for New Harbor Office/Warehouse			N/A	Potential	N/A		
			2000	Water Source Project/Delta Creek, Phase II	9,000,000	200,000	DEC/MGL	Funded	Construction		
			2000	Harbor Office & Cargo Warehouse Construction			N/A	Potential	N/A		
			2000	Bulkheads inside both Harbors			N/A	Potential	N/A		
			2000	Additional Waterfront Retail & Storage Warehouses			N/A	Potential	N/A		
			2000	Waterfront Area Wastewater System			N/A	Potential	N/A		
			2000	Harbor - Outside Storage & Van Storage Areas			N/A	Potential	N/A		
			2000	Creation/Development of New Uplands - Harbor			N/A	Potential	N/A		
			2000	New Access - North Harbor			N/A	Potential	N/A		
			2000	New Health Clinic Construction	4,290,000	2,500,000	ANTHC	Funded	Construction		
			2000	Water Supply - end of deepdraft dock			N/A	Potential	N/A		
			2000	Vessel Repair Yard			N/A	Potential	N/A		
			2000	Larger Boat Lift			N/A	Potential	N/A		
			1999	Pathway Construction	325,000	29,300	DOT&PF	Funded	Construction		
			1999	Extension of City utilities to New boat harbor			N/A	Potential	N/A		
			1999	Indian Housing Block Grant	52,770	52,770	HUD	Funded	Construction		
			1999	Waterfront Marine Center Feasibility Study	35,000	17,500	DCED	Funded	Construction		
			1998	Hydro-electric Repairs			N/A	Potential	N/A		
			1998	Improved telecommunications, including telemedicine			N/A	Potential	N/A		
			1997	Lenard Harbor marketing			N/A	Potential	N/A		
			1996	Youth Aleut Arts And Crafts Production			30,000	N/A	Potential	N/A	
			1996	International Fishing Quota (IFQ) Tracking Program			30,000	N/A	Potential	N/A	
			1996	Construct Multi-Purpose Building			325,000	50,000	N/A	Potential	N/A
							119,985,767	8,073,115			

Appendix B: Capital Improvement Projects

	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Aleutians East Borough									
Nelson Lagoon									
Nelson Lagoon			2005	Dock Improvements					
			2005	Landfill Rehabilitation & Improvements and Purchase Equip.					
			2005	Health Clinic Expansion	400,000				
			2005	Sewer System Construction					
			2004	Shoreside Processing Facility			APICDA	Proposed	
			2003	Airport Access Road Rehabilitation, Ph 2	75,000	6,800	DOT&PF	Planned	N/A
			2003	Nelson Lagoon Water System	27,429	25,000	DCED	Funded	Construction
			2002	Indian Housing Block Grant	54,206	54,206	HUD	Funded	Preliminary
			2002	Community Center Bldg. Construction	27,423	25,000	DCED	Funded	Completed
			2001	School Water Line & Site Work	250,000	175,000	N/A	Potential	N/A
			2001	Water System Improvements	750,000	250,000	EDA/ISDS	Funded	Construction
			2001	Bulk Fuel Facility - Ph II Final Design	267,637		AEA	Funded	Construction
			2001	Water System Improvement Plan	100,000	25,000	DEC/VSW	Funded	Completed
			2001	Nelson Lagoon Water System Improvements	27,423	25,000	DCED	Funded	Construction
			2000	Strategic Plan	14,995	14,995	Denali Commission	Funded	Completed
			1999	Indian Housing Block Grant	52,685	52,685	HUD	Funded	Construction
			1999	Construction of a Community Hall Building	400,000	200,000	DCED	Funded	Completed
			1998	Airport Snow Removal Equipment (Grader)	220,000	13,750	DOT&PF	Planned	Preliminary
			1998	Improved telecommunications, including telemedicine			N/A	Potential	N/A
			1998	Erosion control on the lagoon side of the spit			N/A	Funded	Construction
			1997	Waste Heat System Upgrade	50,000	50,000	N/A	Potential	N/A
			1996	Fuel Truck	61,000	23,750	N/A	Potential	N/A
					2,777,798	941,186			
Sand Point									
Sand Point			2007	Harbor Access Road Rehabilitation, Phase 2	300,000	27,100	DOT&PF	Planned	Proposed in STIP
			2006	Construct New Health Clinic	4,900,000		Multiple	Partially Funded	Preliminary
			2006	Harbor Construction	11,455,000		DOT&PF	Proposed	Preliminary
		5	2006	Harbor Road Renovation	2,440,000		DOT&PF	Planned	Proposed in STIP
			2006	Airport Runway Rehab/Extension-Stage 4	4,880,000		DOT&PF	Proposed	
			2005	Airport Runway Rehab/Extension-Stage 3	8,400,000		DOT&PF	Planned	
			2005	New Harbor at Black Point/Construction	2,500,000	2,500,000	COE/AEB	Funded	N/A
			2005	Water Treatment Plant	963,529	204,800	DEC	Funded	Preliminary
			2005	Airport Terminal Building	1,000,000	1,000,000	FAA	Funded	N/A
			2005	Water Treatment Plant	1,203,100		ANTHC	Funded	Preliminary
			2005	Prepare ANCSA 14(c) Map of Boundaries	10,000		DCED	Potential	In Process
			2005	Develop annual scrap metal recycling plan	30,000	30,000	N/A	Potential	N/A
			2005	Continued development of the small boat harbor to include further upgrades to storage areas, utilities extension and safety areas			N/A	Future	N/A
	4R	1	2004	Pave All Roads				On-Going	
	9A	1	2004	Construct Sewer and Water to Airport				Future	
	4M	1	2004	Harbor Improvements				Future	
	6M	2	2004	Renovate City Dock				Future	
	3R	2	2004	Fix Drainage Problems				Future	
	9R	1/T	2004	Improve Community Boardwalks	25,000		City GF	On-Going	
	13R	4	2004	Add Street Lights	5,000		City GF	On-Going	
	15R	3	2004	Reconstruct Apartment Hill Road				Future	
	16R	2/T	2004	Develop Hiking Trails				Future	

Appendix B: Capital Improvement Projects

	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Aleutians East Borough									
Sand Point									
Sand Point		3/T	2004	Island Hiking Trail				Future	
			2004	Design New Health Clinic	447,000	447,000	Denali Commission	Funded	Completed
			2004	Rehabilitate Runway Phase 1	2,560,000	2,400,000	FAA	Funded	
			2004	Rehabilitate Runway Phase 1		150,000	DOT&PF	Funded	
			2004	Airport Runway Rehab/Extension-Stage 2	150,000	9,375	DOT&PF	Funded	Completed
			2003	Construct Airport Sand Storage Building	2,133,333	2,000,000	DOT&PF	Funded	Completed
			2003	Acquire Airport Rescue & Fire Fighting Safety Equipment	53,333	50,000	FAA	Funded	Completed
			2003	Equipment Purchase & Repair	26,316	25,000	DCED	Funded	Completed
			2003	Wastewater Improvement Analysis	117,647	25,000	DEC/MGL	Funded	Completed
			2003	Acquire Airport Rescue & Fire Fighting Vehicle	341,333	320,000	FAA	Funded	Completed
			2003	City of Sand Point Mobile Crane Operator Training	3,895	3,895	DOL	Funded	Completed
			2003	Aerial Mapping - Community Mapping Project	30,000	30,000	DCED	Funded	Completed
			2003	Acquire Snow Removal Equipment - Loader w/Snow Blower	378,667	355,000	FAA	Funded	Completed
			2002	New Landfill, Ph III Construction	2,500,000	2,500,000	DEC	Funded	Completed
			2002	Bulk Fuel Facility - Ph II Final Design & Business Plan	64,248		AEA	Funded	Completed
			2001	New Landfill, Phase IV Completion & Purcahse Incinerator	1,190,000		DEC	Funded	Completed
			1999	Ice Making Equipment	69,149	30,000	DCED	Funded	Completed
			1999	Tourism Planning Activities	50,000	25,000	DCED/AEB	Funded	Completed
			1998	Improved telecommunications, including telemedicine			N/A	Future	N/A
			1998	Community Facility	500,000	500,000	HUD/ICDBG	Funded	Completed
			1997	Airport / Cold Storage / Postal Distribution Center design			N/A	Future	N/A
					48,726,550	12,632,170			

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Aleutians West Census Area									
Adak									
Adak			2004	Adak Small Boat Harbor Improvements				Proposed	
			2004	Remove Airport Obstructions	1,066,667	1,000,000	FAA	Planned	N/A
			2004	Improve Runway Safety Area	10,666,667	10,000,000	FAA	Planned	N/A
			2004	Waster and Wastewater System Downsizing Study		100,000	DEC	Funded	
			2003	Rehabilitate Runway 5/23 & 18/36	1,600,000	1,500,000	FAA	Planned	N/A
			2003	Equipment Repair	10,527	10,000	DCED	Funded	Preliminary
			2003	Dumpster Repair	15,790	15,000	DCED	Funded	Preliminary
			2003	Acquire Airport Snow Removal Equipment	533,333	500,000	FAA	Planned	N/A
			2003	Rehabilitate ARFF Building	533,333	500,000	FAA	Planned	N/A
			2002	Install Runway Guidance Signs	266,667	250,000	FAA	Planned	N/A
			2002	Port, Road & Other Infrastructure Improvements	300,000	300,000	DCED	Funded	Construction
			2002	Improve Runway 5/23 & 18/36 Safety Area Phase 2	6,933,333	6,500,000	FAA	Planned	N/A
			2002	Acquire Aircraft Rescue & Fire Fighting Vehicle	426,667	400,000	FAA	Planned	N/A
			2001	Base Operations and Maintenance	6,775,062	6,775,062	EDA	Funded	Preliminary
			1999	Airport Master Plan	640,000	600,000	FAA	Funded	Construction
					29,768,046	28,450,062			
Atka									
Atka			2004	Lodge			APICDA	Proposed	
			2004	Water & Sewer Facility Improvements Phase 1	1,450,000	1,379,000	VSW	Funded	Design
			2004	Pride Seafoods expansion, including a fletch line, freezer capacity			APICDA	Planned	
			2004	Extend/Widen/Strengthen Runway (Construction) - Phase 2	5,333,333	5,000,000	FAA	Planned	N/A
			2004	Clinic/Civic Center		37,500	State Capital \$	Partially Funded	Design
			2003	Airport Resurfacing and Extension	6,900,000	431,250	DOT&PF	Planned	N/A
			2003	Community Projects & Improvements	26,316	25,000	DCED	Funded	Preliminary
			2002	Atxax Way Reconstruction	1,615,000		DOT&PF	Proposed	
			2002	Clinic/Civic Center	2,082,000	75,000	Denali Commission	Partially Funded	Design
			2002	Airport Extension and Resurfacing, Stage 3	12,000,000		DOT&PF	Proposed	
			2002	Heavy Equipment Acquisition	26,316	25,000	DCED	Funded	Completed
			2002	Indian Housing Block Grant	25,013	25,013	HUD	Funded	Preliminary
			2002	Extend/Widen/Strengthen Runway (Design) - Phase 1	1,066,667	1,000,000	FAA	Planned	N/A
			2001	Conduct/Update Airport Master Plan Study	533,333	500,000	FAA	Funded	Preliminary
			2001	Health Clinic Preliminary Design	50,000	50,000	Private	Funded	Preliminary
			2001	Road Reconstruction	150,000	150,000	BIA	Funded	Design
			2000	Heavy Equipment Overhaul	15,000	15,000	DCED	Funded	Construction
			2000	Consolidated Bulk Fuel Facility - Design Revision	1,000,000	100,000	AEA	Funded	Design
			1999	Hydroelectric project	700,000	100,000	AEA	Funded	Design
			1999	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Construction
			1999	Water System Upgrade	13,158	12,500	DCED	Funded	Construction
			1998	New Health Clinic			N/A	Potential	N/A
			1998	Airport Shelter for passengers and stored luggage	100,000	100,000	N/A	Potential	N/A
			1998	500-foot Runway Extension and Airport Navigational Aids			N/A	Potential	N/A
			1997	Native store delivery vehicle			N/A	Potential	N/A
			1997	Hydroelectric Feasibility Analysis (Chiniisax Creek)	620,000	620,000	N/A	Potential	N/A
			1996	Coffee Shop		30,000	N/A	Funded	Completed
			1995	Prepare ANCSA 14(c) Map of Boundaries			DCED	Funded	Preliminary
			1995	Landfill & Subsistence Road			N/A	Potential	N/A
					33,731,136	9,700,263			

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Aleutians West Census Area									
Nikolski									
Nikolski			2004	Water Facilities Feasibility Study		100,000	DEC	Funded	
			2004	Ugludax Lodge, L.L.C.			APICDA	Planned	
			2004	Community Projects & Improvements		66,184	CED	Funded	
			2003	Community Projects & Improvements	92,876	88,232	DCED	Funded	Preliminary
			2002	Indian Housing Block Grant	29,512	29,512	HUD	Funded	Preliminary
			2001	School Multipurpose Room Addition	654,830	641,733	N/A	Potential	N/A
			1999	Indian Housing Block Grant	30,434	30,434	HUD	Funded	Construction
			1999	Equipment Repair/Purchase	26,843	25,500	DCED	Funded	Construction
			1998	Safe drinking water supply			N/A	Potential	N/A
			1998	Small Value-Added Fish Processing Plant & fishing lodge			N/A	Potential	N/A
			1995	Prepare ANCSA 14(c) Map of Boundaries			DCED	Funded	Preliminary
					834,495	981,595			
St. George									
St. George			2004	Lodge			APICDA	Proposed	
			2004	Shoreside Processing Facility			APICDA	Proposed	
			2004	Wind Feasibility Study	100,000			Proposed	
			2004	Puffin Seafoods, L.L.C.			APICDA	Planned	
			2004	Kayux, L.L.C.			APICDA	Planned	
			2004	Public Safety Building		864,646	Denali Commission	Funded	
			2003	Airport Snow Removal Equipment - Grader w/Attachments	220,000		DOT&PF	Planned	N/A
			2003	Community Fire Alarm System	26,316	25,000	DCED	Funded	Preliminary
			2003	Pave Airport Runway / SRE Building	6,400,000	640,000	DOT&PF	Funded	Design
			2002	Community Septic Tank	450,000		ANTHC	Funded	Preliminary
			2002	Fire Hall	454,000		DCED	Funded	Preliminary
			2002	Harbor Entrance Channel Deepening/Construction	2,500,000	2,500,000	COE	Funded	Design
			2002	School Remodel	4,513,164	4,385,970	EED	Funded	Design
			2002	Harbor Improvements/Feasibility, Design & Construction	7,500,000	7,500,000	COE	Funded	Design
			2002	Airport Improvements	6,875,000		DOT&PF	Proposed	
			2002	Clinic Repair	353,114		DCED	Funded	Construction
			2002	Airport Improvements, Stage 1	500,000		DOT&PF	Proposed	
			2002	Indian Housing Block Grant	60,893	60,893	HUD	Funded	Preliminary
			2002	Cable System Repair/Upgrade	59,407		DCED	Funded	Preliminary
			2002	Bulk Fuel Facility - Ph II Final Design & Business Plan	49,096		AEA	Funded	Preliminary
			2002	Harbor Hydrographic Survey	46,979		DCED	Funded	Design
			2002	Propane Tank Purchase & Modifications	30,576		DCED	Funded	Construction
			2002	Public Building Roof Replacement	26,316	25,000	DCED	Funded	Construction
			2002	Harbor Upgrade	200,000		DCED	Funded	Preliminary
			2002	Refrigeration Equipment Repair	16,935		DCED	Funded	Construction
			2002	Community Hall Assessment	15,000		DCED	Funded	Construction
			2002	Landfill Site Investigation/Design	30,000		DCED	Funded	Design
			2001	Clinic Equipment	528,268	470,818	ANTHC	Funded	Contract
			2001	Water & Sewer System Planning Study	225,000		N/A	Potential	N/A
			2001	Water/Sewer System Planning Study	225,000	56,250	DEC/VSW	Funded	Preliminary
			2001	Zapadni Bay Water Tank Restoration	26,316	25,000	DCED	Funded	Construction
			2000	Water and Sewer System Improvements	26,316	25,000	DCED	Funded	Construction
			1999	Water Storage Tank Replacement	367,000	367,000	N/A	Potential	N/A
			1999	New Community Water Storage Tank	26,316	25,000	DCED	Funded	Construction
			1998	Alternative water sources			N/A	Potential	N/A
			1998	Clean-up and Remove Federal Hazardous Materials Sites			N/A	Potential	N/A
			1998	New sewer outfall at the harbor			N/A	Potential	N/A

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Aleutians West Census Area									
St. George									
St. George			1998	Complete Landfill Hazardous Waste Clean-up	1,600,000		N/A	Potential	N/A
			1998	Dredge entrance to boat harbor and inside breakwaters to increase the depth of the harbor			N/A	Potential	N/A
			1997	Wind Energy	600,000	600,000	N/A	Potential	N/A
			1997	Public Safety/Harbormaster Facility	26,316	25,000	DCED	Funded	Construction
			1996	Track I Development	3,166,582	166,582	N/A	Potential	N/A
			1996	New Landfill	1,600,000	1,600,000	N/A	Potential	N/A
			1996	Cascade Cafe and Teen Center	90,000	30,000	N/A	Potential	N/A
			1996	Feasibility Study for Fur Seal Business	29,640	15,500	N/A	Potential	N/A
			1996	Small Business Development		30,000	N/A	Potential	N/A
			1995	High Bluffs Road			N/A	Potential	N/A
			1995	Construct Fish Processing Plant	199,616	199,616	N/A	Potential	N/A
			1995	Garden Cove Road via Boneyard			N/A	Potential	N/A
			1995	Garden Cove Road via Ulakaia Hill			N/A	Potential	N/A
					39,163,166	19,637,275			
St. Paul									
St. Paul			2004	Aalax Landfill	2,654,198			Planned	Design
			2004	Corps of Engineer Harbor Program Construction		4,125,000	COE	Funded	
			2004	Sewer Feasibility Study		98,300	DEC	Funded	
			2004	Harbor Improvements/Phase III			COE	Planned	Design
			2004	Project Peacemaker	3,500,000	0			
			2003	Airport Paving / ARFF Building / Fencing	6,400,000	640,000	DOT&PF	Planned	Design
			2003	Water and Sewer Upgrades	26,316	25,000	DCED	Funded	Preliminary
			2003	Harbor Improvements/Phase II			COE	Funded	Preliminary
			2002	Central Bering Sea Fishermen's Assoc Project	50,000		DCED	Funded	Construction
			2002	Water & Sewer Project	560,000		ANTHC	Funded	Preliminary
			2002	Tribal Gov't & Business Development Center	221,157		DCED	Funded	Construction
			2002	Indian Housing Block Grant	303,406	303,406	HUD	Funded	Preliminary
			2002	South Ellerman Electric Installation	26,415	25,000	DCED	Funded	Construction
			2002	Government House Diversification	373,430		DCED	Funded	Construction
			2002	Indian Housing Block Grant	300,185	300,185	HUD	Funded	Preliminary
			2002	Economic Diversification (BeringSea.com)	317,782		DCED	Funded	Preliminary
			2002	Airport Improvements, Stage 1	1,500,000		DOT&PF	Proposed	
			2002	Community Water System	1,084,098		DCED	Funded	Preliminary
			2002	Airport Improvements, Stage 2	5,775,000		DOT&PF	Proposed	
			2002	Harbor Construction	18,000,000		DOT&PF	Proposed	
			2002	Tribal Gov't & Business Development Center	985,877		DCED	Funded	Construction
			2001	Health Center	1,200,225	1,200,225	Denali Commission	Funded	
			2001	Design of St. Paul Health Center	1,000,000		ANTHC	Funded	Preliminary
			2001	Acquire Airport Snow Removal Equipment- Grader & Loader	501,333	470,000	FAA	Funded	Preliminary
			2001	Indian Housing Block Grant	303,406	303,406	HUD	Funded	Construction
			2000	Snow Removal Equipment - Loader	200,000	20,000	DOT&PF	Planned	N/A
			2000	Bulk Fuel CDR and Business Plan	80,000	80,000	Denali Commission	Funded	
			1999	Small Boat Harbor/Construction, Phases I & II	20,000,000	15,000,000	COE	Funded	Construction
			1999	Breakwater Construction and Basin improvements	18,047,000	4,044,600	DOT&PF	Funded	Construction
			1999	Indian Housing Block Grant	122,875	122,875	HUD	Funded	Construction
			1999	Housing Improvements	122,785	122,785	HUD	Funded	Preliminary
			1999	New Health Clinic			N/A	Potential	N/A
			1998	New Recreation Center			N/A	Potential	N/A
			1998	Snow Removal Equipment - Snow Blower	110,000	6,875	DOT&PF	Planned	Preliminary

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Aleutians West Census Area									
St. Paul									
St. Paul				Replace inadequately built water and sewer lines leading to 10 single family units and a 10-plex of HUD housing so that the units can be occupied. Once this has been done, roads need to be constructed and street lights installed			N/A	Potential	N/A
			1998	Addition to the school for high school students			N/A	Potential	N/A
			1997	Bulk Fuel Repairs	333,698	250,265	N/A	Potential	N/A
			1997	Relocate Existing Power Plant	3,073,092	3,073,092	N/A	Potential	N/A
			1997	Community Cafe			N/A	Potential	N/A
			1996	Purchase Fire Engine	100,000	50,000	N/A	Potential	N/A
			1996	Meat Processing Worker Training & Business Plan	30,000	30,000	N/A	Potential	N/A
			1995	New Local Roads			N/A	Potential	N/A
			1995	On-Shore Fisheries Development	1,000,000	100,000	N/A	Potential	N/A
			1995	Haul Road Extension			N/A	Potential	N/A
			1995	Rim Rock Drive Extension & King/Tolstoi Street			N/A	Potential	N/A
			1995	Road to New Landfill Site			N/A	Potential	N/A
			1994	Landfill - Sanitation Waste Disposal/ Solid Waste Transfer Facility	1,697,800	848,900	USDA/RD	Funded	Completed
					90,000,078	31,239,914			
Unalaska									
Unalaska	2		2004	Torpedo Building Demolition and Clean-Up		170,000	DOT&PF	Funded	
			2004	Magone Marine Services, Dutch Harbor				Potential	
			2004	Airport Beach Rd Paving & Broadway & E Broadway Ave.	2,500,000	0			
			2004	Captains Bay Road Rehabilitation, Ph 2	200,000	18,100	DOT&PF	Planned	N/A
			2003	Community Park Development	143,125	103,476	DCED	Funded	Preliminary
			2003	Dock Improvements	6,000,000		N/A	Potential	N/A
			2003	Leachate Collection and Treatment Analysis	70,000	49,000	DEC/MGL	Funded	Preliminary
			2003	Harbor & Navigation Improvements/Construction Ph 2 (ferry terminal)	7,500,000	7,500,000	COE	Funded	Preliminary
			2002	Airport Safety Improvements	119,000,000		DOT&PF	Proposed	
			2002	Acquire Airport Snow Removal Equipment - 2nd Towed Broom	181,333	170,000	FAA	Planned	N/A
			2002	Airport Rescue & Fire Fighting Vehicle	600,000		DOT&PF	Planned	N/A
			2002	Airport Beach Road Pathway, Ph 2	765,000	69,080	DOT&PF	Planned	Design
			2002	Airport Environmental Analysis	2,000,000		DOT&PF	Proposed	
			2002	Indian Housing Block Grant for communities in the Region (not yet allocated)	2,196,673	2,196,673	HUD	Funded	Preliminary
			2002	Visitor Center Exhibits	42,670		DCED	Funded	Construction
			2002	Indian Housing Block Grant	59,441	59,441	HUD	Funded	Preliminary
			2002	Iliulik Family Clinic Facility Repairs	83,876		DCED	Funded	Preliminary
			2002	Community Park Development	140,283	101,961	DCED	Funded	Construction
			2002	UMC City Dock Facility/Fill-Bridge	200,000		DCED	Funded	Preliminary
			2002	UMC Position 1 Dock Replacement	6,000,000		DOT&PF	Proposed	
			2002	Power Integration	250,000		DCED	Funded	Preliminary
			2001	Airport Safety Improvements	3,700,000	370,000	DOT&PF	Funded	Construction
			2001	Acquire Airport Snow Removal Equipment - 1st Towed Broom	181,333	170,000	FAA	Funded	Preliminary
			2001	Airport Snow Removal Equipment	170,000	17,000	DOT&PF	Planned	N/A
			2001	Indian Housing Block Grant for communities in the Region (not yet allocated)	2,675,460	2,675,460	HUD	Funded	Construction
			2000	Airport Master Plan	350,000	315,000	DOT&PF	Planned	Design
			2000	Hydroelectric Project (Pyramid Creek)	1,092,000	92,000	AEA	Funded	Design
			2000	Conduct Airport Master Plan Study	501,803	470,440	FAA	Funded	Construction
			2000	East Broadway Sewer	446,428	312,500	DEC/MGL	Funded	Construction
			2000	Assessment of Fish and Other Biowaste	10,000		AEA	Funded	Preliminary

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Aleutians West Census Area									
Unalaska									
Unalaska			2000	East Point/Ballyhoo Road Rehabilitation, Phase I	8,085,000	649,708	DOT&PF	Planned	Design
			1999	Grade & Drain Ulatka Drive	2,500,000	2,500,000	BIA	Funded	Design
			1999	Indian Housing Block Grant - Aleut Regional Corporation	2,248,398	2,248,398	HUD	Funded	Construction
			1999	Pathway Development, Phase IV	138,431	102,439	DCED	Funded	Construction
			1999	Indian Housing Block Grant - Qawalingin Tribe of Unalaska	58,649	58,649	HUD	Funded	Construction
			1998	Airport Beach Road Pedestrian/Bicycle Pathway	1,000,000	90,000	DOT&PF	Funded	Construction
			1998	Construct 15 Mutual Help Units	2,707,815	541,563	HUD/AHFC	Funded	Construction
			1997	South Channel Bridge Construction	9,225,000	790,123	DOT&PF	Planned	Design
			1994	New Small Boat Harbor	19,140,000	2,500,000	DOT&PF	Funded	Construction
					202,162,718	24,341,011			

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Bristol Bay Borough									
Boroughwide	1	5T	2004	Bristol Bay Restructuring Study	100,000				
			2004	Community Projects and Improvements		29,460	CED		
			2004	Naknek River Bridge & Access Road	30,000,000		DOT&PF	Proposed	
			2004	School Sprinkler/Library/Computer Room Project					
			2004	Construct Access Road & Bridge Crossing Naknek River Terminus	5,000,000				
	2		2004	Bristol Bay Natural Resources Development	600,000			Potential	
			2004	Community Cargo Dock Upgrade/Industrial Park Design	500,000				
			2004	Aluutiq Cultural Center	200,000				
			2004	Community Projects and Improvements	0	29,460	CED		
			2002	School sprinkler/library/computer room project	0	0			
					36,400,000	58,920			
King Salmon									
King Salmon			2004	Airport Improvements, Stage 1	10,140,000		DOT&PF	Proposed	
			2004	Airport Improvements, Stage 2	10,000,000		DOT&PF	Proposed	
			2002	Naknek Lake Access Road Improvements	3,445,000			Proposed	
			2002	Road Improvements	12,593,000		DOT&PF	Proposed	
			2002	Bike/Ped Trails From Downtown to Donna G Subdivision	15,750,000		DOT&PF	Proposed	
					51,928,000	0			
Naknek									
Naknek			2004	Float Plan Base Study		450,000	DOT&PF	Funded	
			2004	Naknek Crossing Intermodal Economic Impact and Airport	10,000		DOT&PF	Proposed	
			2004	Community Cargo Dock Upgrade/Industrial Park Construction	6,000,000	150,000	N/A	Potential	N/A
			2003	Airport Snow Removal Equipment - Loader and Blower	425,000		DOT&PF	Planned	N/A
			2003	Bristol Bay Borough - Dock Improvement Project	150,000	150,000	DCED	Funded	Preliminary
			2002	Sewer System Extension	2,942,400		N/A	Potential	N/A
			2002	Cultural Center Feasibility Study	17,000		DCED	Funded	Preliminary
			2002	Airport Runway Extension	23,538,000		DOT&PF	Proposed	
			2002	Indian Housing Block Grant	97,739	97,739	HUD	Funded	Preliminary
			2002	Airport Improvements	12,400,000		DOT&PF	Proposed	
			2002	2nd Avenue Reconstruction	837,000		DOT&PF	Proposed	
			2002	Pederson Point Road extension	1,750,000		DOT&PF	Proposed	
			2002	Bristol Bay Borough - Fisherman's Dock and Industrial Park Dev.	102,282	84,895	DCED	Funded	Construction
			2002	Bristol Bay Borough - Landfill Portable Water Supply	36,302	30,000	DCED	Funded	Construction
			2001	Naknek Sewer System Extensions	975,000	975,000	N/A	Potential	N/A
			2001	Bristol Bay Area Health Corp. - Office Equipment	25,000	25,000	DHSS	Funded	Contract
			2001	Construct 4 single-family units	913,160	182,632	HUD/AHFC	Funded	Preliminary
			2000	Naknek/King Salmon Pathway Construction	2,350,000	214,914	DOT&PF	Planned	Design
			1999	Sprinkler System-Library/Computer Room Relocation/Remodel	2,756,285	1,791,585	EED	Funded	Preliminary
			1999	Sewer Extension Design	140,000	140,000	DEC/MGL	Funded	Preliminary
			1999	Back-Up Electric Generator			N/A	Potential	N/A
			1999	Indian Housing Block Grant	90,204	90,204	HUD	Funded	Construction
			1998	Borough Freight Dock Expansion			N/A	Potential	N/A
			1998	Borough Landfill Expansion & Improvements; Potable Water	485,000	340,000	N/A	Potential	N/A
				Borough Fishing Vessel Dock and Related Shore-Side Industrial Complex, Feasibility Study			N/A	Potential	N/A
			1997	Lubricating Oil Disposal System For Power Plant	50,000	50,000	N/A	Potential	N/A
			1997	New Clinic/Multi-Purpose Building Completion	300,000		N/A	Potential	N/A
			1997	Electric Line Extension to Rapids Camp	108,000	180,000	N/A	Potential	N/A
			1997	Natural Gas Exploration and Development	232,000	310,000	N/A	Potential	N/A
			1997	Geothermal Well/Natural Gas Fuel Cell	75,000	75,000	N/A	Potential	N/A

Appendix B: Capital Improvement Projects

	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Bristol Bay Borough									
Naknek									
Naknek			1997	Cultural Center feasibility Study			N/A	Potential	N/A
			1995	Vocational Education Center	500,000		N/A	Potential	N/A
					57,305,372	5,336,969			
South Naknek									
South Naknek	1		2004	Runway and Crosswind Runway Improvements	2,200,000		DOT&PF	Proposed	
			2002	Sewer Upgrade	655,400		ANTHC	Funded	Preliminary
			2002	Renovate Washeteria	238,360		ANTHC	Funded	Preliminary
			2002	Indian Housing Block Grant	69,323	69,323	HUD	Funded	Preliminary
			2000	Sanitation Feasibility Study, Design & Environmental Assessment	148,500		ANTHC	Funded	Preliminary
			1999	Bridge Over Naknek River for better access to High School			N/A	Potential	N/A
			1999	Sewage Improvements			N/A	Potential	N/A
			1999	Indian Housing Block Grant	65,728	65,728	HUD	Funded	Construction
			1999	Dock Extension and Improvements; Develop Harbor			N/A	Potential	N/A
			1999	Police Office or Facility with Holding Cell			N/A	Potential	N/A
			1999	Purchase Incinerator and Relocate Landfill			N/A	Potential	N/A
			1998	Complete Water & Sewer project			N/A	Potential	N/A
			1998	Road Improvements			N/A	Potential	N/A
			1998	Water & Sewer connection to the new Multi-Purpose building			N/A	Potential	N/A
			1997	Youth Center / B&B Development	125,000		N/A	Potential	N/A
					3,502,311	135,051			

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Dillingham Census Area									
Areawide			2002	Clark's Point-Ekuk Road	4,750,000		DOT&PF	Proposed	
			2002	Aleknagik Lake Road Paving MP 8-23	21,050,000		DOT&PF	Proposed	
			2002	Junction with Igiugig Road to Levelock	43,635,000		DOT&PF	Proposed	
			2002	Levelock to Aleknagik	167,240,000		DOT&PF	Proposed	
					236,675,000		0		
Aleknagik									
Aleknagik		6T	2004	Lodge/Restaurant	1,200,000			Potential	
	2004		Community Mapping		15,000	City of Aleknagik	Funded	Design	
	2004		Wood River Bridge Construction	12,800,000	451,500	DOT&PF	Planned	Design	
	2004		New Health Clinic Facility	1,469,019		Denali Commission	Pending		
	2004		Community Mapping	30,000	15,000	DCED	Funded	Design	
	2003		North Shore Liquid Waste Stabilization and Landfill Facility	399,300	99,900	DEC/VSW	Funded	Preliminary	
	2003		Community Projects & Improvements	26,366	25,047	DCED	Funded	Preliminary	
	2002		Airport Improvements	3,000,000		DOT&PF	Proposed		
	2002		North Shore Landfill Relocation & Road Construction	26,893	25,548	DCED	Funded	Completed	
	2002		North Shore Landfill Road	1,215,000		DOT&PF	Funded	Construction	
	2002		Indian Housing Block Grant	135,394	135,394	HUD	Funded	Preliminary	
	2002		Sludge Lagoon with fencing	125,420		ANTHC	Funded	Preliminary	
	2001		N. Shore Liquid Waste Facility/Landfill Study	175,000	43,750	DEC/VSW	Funded	Completed	
	2001		North Shore Sludge Lagoon and Landfill Relocation & Road	26,336	25,019	DCED	Funded	Completed	
	Aleknagik	1999	Purchase Emergency Response Boat	116,749	70,000	DCED	Funded	Completed	
		1999	Test for Groundwater Contamination by Diesel Fuel			N/A	Funded	Completed	
		1999	Road from Moody's Seaplane Base to City			N/A	Potential	N/A	
		1999	School Transportation Skiff & Van			N/A	Potential	N/A	
		1999	Implement Refuse Collection System, Purchase Larger Sudge Pumping Truck			N/A	Funded	Completed	
		1999	Relocate South Shore Landfill & Purchase Incinerator			N/A	Potential	N/A	
		1999	Indian Housing Block Grant	127,687	127,687	ATC & HUD	Funded	Construction	
		1999	City Float Plane Dock Construction			N/A	Potential	N/A	
		1999	Feasibility Study for Piped Water & Sewer System			N/A	Potential	N/A	
		1999	Senior Housing/Assisted Living Center			N/A	Potential	N/A	
		1998	5-year Economic development master plan			N/A	Potential	N/A	
		1998	Replace washers and dryers at the Laundromat			ATC	Potential	N/A	
		1998	Expand South Shore staging and parking area			N/A	Funded	Completed	
		1997	Dike Bulk Fuel Storage Area	24,000	24,000	N/A	Funded	Completed	
		1996	Heavy Equipment for Landfill Maintenance	92,500	50,000	N/A	Potential	N/A	
		1996	Equipment Storage Building & Yard	50,000	50,000	N/A	Funded	Completed	
		1996	Snack and Tackle Shop Startup	41,400	30,000	ATC	Potential	N/A	
					21,081,064	1,187,845			
Clark's Point									
Clark's Point		3A	2004	Acquire Airport Snow Removal Equipment - Grader	213,333	200,000	FAA	Planned	N/A
	2004		Aerial Mapping - Solid Waste	25,000	25,000	DEC/VSW	Planned	N/A	
	2004		Construct New Airport, Phase 2	2,666,667	2,500,000	FAA	Planned	N/A	
	2003		Heavy Equipment Purchase	27,674	26,290	DCED	Funded	Preliminary	
	3A	2003	Rebuild Existing Generator	21,053	20,000	DCED	Funded	Construction	
		2002	Airport Runway Extension Stage 2	4,000,000		DOT&PF	Proposed		
		2002	Indian Housing Block Grant	79,664	79,664	HUD	Funded	Preliminary	
		2002	Heavy Equipment Purchase	42,126	40,020	DCED	Funded	Contract	
		2000	Construct New Airport, Phase 1	3,552,523	3,330,490	FAA	Funded	Construction	
		2000	Construct Snow Removal Equip Building - New Airport	373,333	350,000	FAA	Funded	Construction	

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Dillingham Census Area									
Clark's Point									
Clark's Point			1999	Cold Storage / Fish Marketing			N/A	Potential	N/A
			1999	Local Roads - Drainage, Culverts, Grade & Surface			N/A	Potential	N/A
			1999	Public Dock, Boat Moorage and Storage			N/A	Potential	N/A
			1999	Indian Housing Block Grant	62,232	62,232	HUD	Funded	Construction
			1999	Landfill Dozer, Recycling Container & Incinerator			N/A	Potential	N/A
			1999	Additional Water Well; Upgrade Chlorination Treatment			N/A	Potential	N/A
			1999	Street Lights			N/A	Potential	N/A
			1999	Bulk Fuel Relocation to Bluff			N/A	Potential	N/A
			1999	Fire Truck, New Fire Hall & Hydrant System			N/A	Potential	N/A
			1999	Extend Piped Sewer to Residences Below Bluff			N/A	Potential	N/A
			1998	Additional low income rental housing units			N/A	Potential	N/A
			1998	City Hall Relocation	35,497	33,722	DCED	Funded	Construction
			1998	Economic development plan			N/A	Potential	N/A
			1997	Relocate New Clinic			N/A	Potential	N/A
					11,099,102	6,667,418			
Dillingham									
Dillingham	CP	3M	2004	All-tide Dock	4,000,000	2,150,000	State Funds	Planned	Planning
			2003	Community Projects & Improvements	68,218	57,721	DCED	Funded	Preliminary
			2003	Airport Runway Rehabilitation	3,700,000	231,250	DOT&PF	Planned	Design
			2003	Rehabilitate Runway 1-19	3,733,333	3,500,000	FAA	Planned	N/A
	CP		2002	Sand Storage Building	0	0			
	CP		2002	Boat Harbor Repairs & Improvements	9,000,000		N/A	Potential	N/A
	CP		2002	New Fire House; Wildfire Equipment	1,000,000		N/A	Potential	N/A
	CP		2002	Equipment Storage Building	0	0			
	CP		2002	Lake Road paving and separated pedestrian path extension to 9 mile	0	0			
				Equipment Replacement-Grader, 950 Loader, Compactor, Street Sweeper, etc.	0	0			
	CP		2002	Kanakanak Beach 1200 ft of erosion protection on federal property	2,400,000	0			
				Kanakanak Beach 800 feet on City owned property along with potential boat ramp	1,600,000	0			
	CP		2002	Jail Addition-improvements to existing facility	0	0			
	CP		2002	Downtown Streets Rehabilitation, Phase 2	225,000		DOT&PF	Proposed	
	CP		2002	Water Loop from School to Power Plant	900,000		N/A	Potential	N/A
	CP		2002	Community and Youth Center or "Southwest Web"			N/A	Potential	N/A
	CP		2002	Rebuild Wod River bulkhead-purchase the leased land			N/A	Potential	N/A
	CP		2002	Water well at Lake Road Station	0	0			
			2002	Indian Housing Block Grant for communities in the Region (not yet allocated)	1,940,734	1,940,734	HUD	Funded	Preliminary
	CP		2002	Water Loop - School to Power Plant	154,000		N/A	Potential	N/A
	CP		2002	New Water Source	265,000		N/A	Potential	N/A
	CP		2002	New Water Plant Construction	315,000		N/A	Potential	N/A
			2002	Emergency Streambank Stabilization/Construction	5,000,000	5,000,000	COE	Planned	Design
			2002	Water Facility Improvements	66,115	56,197	DCED	Funded	Construction
			2002	Bristol Bay UA Campus Addition	425,000	425,000	UNIV	Funded	Preliminary
			2002	Headstart Facility - Curyung	500,000	500,000	HUD/ICDBG	Funded	Preliminary
	CP		2002	GA Crosswind Runway Construction	7,500,000		DOT&PF	Proposed	
			2002	UA Bristol Bay Campus Addition	1,000,000	1,000,000	UNIV	Funded	Preliminary
	CP		2002	Update Airport Master Plan	533,333	500,000	FAA	Funded	Design
	CP		2002	Wood River Road Reconstruction, Phase 4 and 7	3,285,000		DOT&PF	Proposed	
	CP		2002	Wood River Road Reconstruction, Phase 2 and 3	1,225,000		DOT&PF	Proposed	

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase	
Dillingham Census Area										
Dillingham										
Dillingham	CP		2002	Partial Parallel Taxiway Construction	2,000,000		DOT&PF	Proposed		
	CP		2002	Cultural Center	0	0				
	CP		2002	Recreation Center	0	0				
	CP			Upgrade subdivision roads, including gravel lifts, cut dtiches and clear City right-of-ways	0	0				
			2002	Indian Housing Block Grant	712,616	712,616	HUD	Funded	Preliminary	
			2001	Harbor Maintenance Dredging - Homer, Ninilchik, Dillingham	1,000,000	1,000,000	COE	Funded	Construction	
			2001	Airport Master Plan Update	450,000	45,000	DOT&PF	Planned	Design	
	CP		2001	Indian Housing Block Grant for communities in the Region (not yet allocated)	4,253,901	4,253,901	HUD	Funded	Construction	
			2001	Purchase & Install ice plants in 8 villages	30,000		DCED	Funded	Construction	
			2001	High School Gym Roof	225,930	158,151	N/A	Potential	N/A	
			2001	Elementary School Weatherization	209,800	146,860	N/A	Potential	N/A	
			2001	Water Loop - Old Airstrip, School and Electric Plant	154,000	154,000	N/A	Potential	N/A	
			2001	Central School District Administration Roof	71,786	50,250	N/A	Potential	N/A	
			2001	High School Fire Panel Replacement	92,318	64,623	N/A	Potential	N/A	
			2001	Elementary Gym Floor	73,660	51,562	N/A	Potential	N/A	
			2001	Sewer Outfall Repair	67,567	57,432	DCED	Funded	Construction	
			2001	School Oil Tank Removal/Replacement	73,660	51,562	N/A	Potential	N/A	
			2001	Elementary Wing Sprinkler Expansion	111,930	106,334	N/A	Potential	N/A	
			2000	Landfill, Phase III	1,982,900	1,387,900	DEC/MGL	Funded	Construction	
			2000	BBEDC - Portable Ice Machines	942,000	600,000	EDA	Funded	Construction	
			2000	Ice Hockey Rink Upgrade	66,480	56,508	DCED	Funded	Construction	
			2000	Kanakanak Sewage Treatment Improvements	485,000		N/A	Potential	N/A	
			2000	Individual Wells & Septic systems	450,000		ANTHC	Funded	Preliminary	
			1999	Indian Housing Block Grant - Bristol Bay Native Corporation	2,593,051	2,593,051	HUD	Funded	Construction	
				Select, Train & Apprentice Natives for Business Development and Jobs in						
			1999	Tourism & Guiding	100,000	50,000	DCED	Funded	Preliminary	
			1999	Cold Storage Dock Feasibility Study & Engineering	463,500	206,000	EDA	Funded	Design	
			1999	Indian Housing Block Grant - Curyung	674,597	674,597	HUD	Funded	Construction	
			1999	Update Water & Sewer Master Plan			N/A	Potential	N/A	
			1999	Senior Long-Term Care Facility			N/A	Potential	N/A	
			1999	City Hall Roof Repair			N/A	Potential	N/A	
			1999	Cemetary Upgrade and Expansion			N/A	Potential	N/A	
				Cold Storage Building Upgrade - Refrigeration System, Roof, Ice Machine, Dock Pilings			N/A	Potential	N/A	
			1999	Airport Crosswind Runway & Consolidated Passenger Terminal			N/A	Potential	N/A	
			1999	Emergency Streambank Stabilization/Construction	3,520,000	3,500,000	COE	Funded	Construction	
				Complete Erosion control at Snag Point, including constructing 1,500 feet of bulkhead			N/A	Potential	N/A	
			1998	Marulut Eniit	2,198,645		AHFC	Funded	Construction	
				Renovate village council building, including foundation, flooring, windows and arctic entry			N/A	Potential	N/A	
			1998	Construct 11 Single-Family Homes	1,346,330	610,683	HUD/AHFC	Funded	Construction	
			1996	BBAHC Community Mental Health Center ADA Upgrade	57,200		N/A	Potential	N/A	
			1996	Kanakanak Hospital ADA Upgrade	9,750		N/A	Potential	N/A	
	CP		1996	Start Small Business Development Center	100,000	60,000	N/A	Potential	N/A	
			1995	Sewer Extension toward Airstrip Peak, Northeastern area of City	807,000	403,500	N/A	Potential	N/A	
				74,159,354	32,355,432					

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Dillingham Census Area									
Ekuk									
Ekuk			2004	Aerial Mapping - Solid Waste	25,000	25,000	DEC/VSW	Planned	N/A
			2002	Feasibility Study/Sanitation Improvement Master Plan	140,000	35,000	DEC/VSW	Funded	Preliminary
			2002	Headstart Facility	500,000	500,000	HUD/ICDBG	Funded	Preliminary
			2002	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Preliminary
			1999	Bulk Fuel Storage			N/A	Potential	N/A
			1999	Upgrade Local Roads, install culverts and drainage			N/A	Potential	N/A
			1999	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Construction
			1999	Health Clinic			N/A	Potential	N/A
			1998	Drill a community well			N/A	Potential	N/A
			1998	Landfill which meets state regulations			N/A	Potential	N/A
		1998	Extend or relocate airport			N/A	Potential	N/A	
					715,000	610,000			
Ekwok									
Ekwok			2004	Airport Improvements		1,200,000	DOT&PF	Funded	
			2003	Power Plant Upgrade & City Dump	26,316	25,046	DCED	Funded	Preliminary
			2003	Airport Rehabilitation	4,100,000	256,250	DOT&PF	Planned	Design
			2002	Indian Housing Block Grant	86,225	86,225	HUD	Funded	Preliminary
			2002	Airport Runway Extension	4,100,000		DOT&PF	Proposed	
			2002	Propane Storage Facility	26,327	25,010	DCED	Funded	Construction
			2001	Airport Snow Removal Equipment - Grader	200,000		DOT&PF	Planned	N/A
			2001	Groundwater Study and Test Well	125,000	31,250	DEC/VSW	Funded	Preliminary
			2001	City Shop	26,316	25,000	DCED	Funded	Construction
			2000	Community Center/Office Complex	25,000	25,000		Funded	Completed
			1999	Indian Housing Block Grant	82,863	82,863	HUD	Funded	Construction
			1999	Construct Fire Hall			N/A	Potential	N/A
			1998	New landfill and access road	50,000	50,000	N/A	Potential	N/A
			1998	Airport runway lighting			N/A	Potential	N/A
			1997	Fire Hall/Recreation Center	260,650	200,000	N/A	Potential	N/A
			1997	Upgrade Community Center	11,500		N/A	Potential	N/A
			1997	Two 500-gal. Fuel Trucks	85,337	85,337	N/A	Potential	N/A
			1997	City Office Building	50,000	50,000	N/A	Potential	N/A
			1996	Improve and Remodel City Equipment Building	140,000	120,000	N/A	Potential	N/A
				9,395,534	2,261,981				
Koliganek									
Koliganek			2004	Community Projects and Improvements		25,009	CED	Funded	
			2004	Water and Sewer System Feasibility Study		100,000	DEC	Funded	
			2003	New Koliganek Youth Center Construction	26,527	25,200	DCED	Funded	Preliminary
			2002	Sludge Pumper & Garage	235,004		ANTHC	Funded	Preliminary
			2002	School Improvement/Weather Protection	451,993	379,555	EED	Funded	Preliminary
			2002	Airport Resurfacing	400,000		DOT&PF	Proposed	
			2002	Airport Runway Extension	1,000,000		DOT&PF	Proposed	
			2002	Indian Housing Block Grant	180,438	180,438	HUD	Funded	Preliminary
			2000	Reconstruct Streets	450,000	450,000	BIA	Funded	Design
			1999	Landfill Equipment	157,289	157,289	N/A	Potential	N/A
			1999	Replace Water/Sewer Service Lines	116,800		ANTHC	Funded	Construction
			1999	Indian Housing Block Grant	176,716	176,716	HUD	Funded	Construction
			1999	Prepare ANCSA 14(c) Map of Boundaries			DCED	Funded	Preliminary
			1998	New 125 Kw or 150 Kw Electric Generator at School Powerhouse	75,000	75,000	N/A	Potential	N/A
			1998	Complete New Health Clinic			N/A	Potential	N/A
			1998	Addition to Village Council Building for office space			N/A	Potential	N/A

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Dillingham Census Area									
Koliganek									
Koliganek			1997	Construct Public Safety Building	75,000	73,200	N/A	Potential	N/A
			1997	Bulk Fuel Dike & Liner		12,912	N/A	Potential	N/A
			1995	Upgrade Existing Bridges			N/A	Potential	N/A
					3,344,767	1,655,319			
Manokotak									
Manokotak	VP		2004	Upgrade roads and drainage			N/A	Potential	N/A
			2004	Airport Runway Resurfacing & Extension	2,750,000		DOT&PF	Planned	N/A
			2003	Community Projects & Improvements	26,435	25,006	DCED	Funded	Preliminary
			2003	Indian Housing Block Grant		270,880	HUD	Funded	
			2003	Rural Power System Upgrade/Preconstruction Mat'l Purch	210,000		AEA	Funded	Contract
			2002	Airport Snow Removal Equipment - Grader	200,000	200,000	DOT&PF	Planned	N/A
			2002	Acquire Airport Snow Removal Equipment - Grader	211,200	198,000	FAA	Planned	N/A
			2002	Weary River Boat Dock Planning	25,694		DCED	Funded	Preliminary
			2002	Electric - Conceptual Design & Business Plan	50,000		AEA	Funded	Preliminary
			2002	Water, Sewer, Solid Waste Feasibility Study	120,000	30,000	DEC/VSW	Funded	Preliminary
			2002	Electric (RPSU) - Final Design	135,000		AEA	Funded	Design
			2002	Indian Housing Block Grant	245,777	245,777	HUD	Funded	Preliminary
			2001	Indian Housing Block Grant	247,684	247,684	HUD	Funded	Construction
			2001	Manokotak School Replacement	14,988,786	14,689,000	EED	Funded	Construction
			1999	Rebuild or Relocate Power Plant Building			N/A	Potential	N/A
			1999	Equipment for Road Maintenance			N/A	Potential	N/A
			1999	Expand School			N/A	Potential	N/A
			1999	Indian Housing Block Grant	237,729	237,729	HUD	Funded	Construction
			1999	Housing Improvements	237,729	237,729	HUD	Funded	Preliminary
			1998	Airport Cross-wind Runway			N/A	Potential	N/A
				10-mile road from Ualik Lake to Kulukak Bay to enable access to subsistence/commercial fishing resources			N/A	Potential	N/A
			1998	Dock and Boat Moorage on the Weary River			N/A	Potential	N/A
			1997	New Health Clinic/Multi-Purpose/Head Start Center	650,000		N/A	Potential	N/A
			1996	Business Renovation for Arts and Crafts	30,000	30,000	N/A	Potential	N/A
			1995	Access Road to New Landfill site			N/A	Potential	N/A
					20,366,034	16,411,805			
New Stuyahok									
New Stuyahok			2004	Airport Relocation		3,000,000	DOT&PF	Funded	
			2003	Utility Master Plan	75,000		DEC/VSW	Funded	Preliminary
			2003	Water and Sewer Improvements	26,316	25,000	DCED	Funded	Preliminary
			2002	Airport Relocation & Snow Removal Equipment Bldg	6,250,000	390,625	DOT&PF	Planned	Design
			2002	Fire Truck and Equipment Purchase	26,316	25,000	DCED	Funded	Construction

Appendix B: Capital Improvement Projects

	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Dillingham Census Area									
New Stuyahok									
New Stuyahok			2002	Indian Housing Block Grant	311,673	311,673	HUD	Funded	Preliminary
			2002	Percolation lagoon, Sewer main	493,000		ANTHC	Funded	Preliminary
			2002	Airport Runway Extension	6,675,000		DOT&PF	Proposed	
			2002	Construct New Airport	4,266,667	4,000,000	FAA	Planned	N/A
			2002	Airport Snow Removal Equipment - Grader w/Attachments	220,000		DOT&PF	Planned	N/A
			2002	Construct Airport Snow Removal Equipment Building	320,000	300,000	FAA	Planned	N/A
			2001	Heavy Equipment Repair	26,316	25,000	DCED	Funded	Contract
			2001	K-12 School Remodel & Expansion	418,466	410,096	N/A	Potential	N/A
			2001	Renovate Public Safety Building	20,000	20,000	N/A	Potential	N/A
			1999	Construct 39 mutual help units	1,000,000	200,000	HUD/AHFC	Funded	Construction
			1999	Consolidate Bulk Fuel Facilities			N/A	Potential	N/A
			1999	Relocate Landfill			N/A	Potential	N/A
			1999	Indian Housing Block Grant	294,104	294,104	HUD	Funded	Construction
			1999	Reconstruct Streets	2,400,000	2,400,000	BIA	Funded	Construction
			1998	New Recreation Hall			N/A	Potential	N/A
			1998	Senior Center with 15 apartments and cafeteria			N/A	Potential	N/A
			1997	Bed and Breakfast Feasibility Study			N/A	Potential	N/A
			1997	Fire Truck	50,000	50,000	N/A	Potential	N/A
			1997	Power Plant Improvements & New Generator	407,800	407,800	N/A	Potential	N/A
			1997	Bulk Fuel Improvements	112,500	112,500	N/A	Potential	N/A
			1994	Head Start Center			N/A	Potential	N/A
					16,703,853	8,219,500			
Portage Creek									
Portage Creek			2002	Airport Runway Extension	3,500,000		DOT&PF	Proposed	
					3,500,000				
Togiak									
Togiak	1A		2004	Airport Extension and Cross-Strip Completion	2,300,000		DOT&PF	Proposed	
			2004	Facilities Spill Prevention Control and Countermeasures		5,000	MLV	Funded	
			2003	Community Projects & Improvements	26,316	25,000	DCED	Funded	Preliminary
			2002	Airport Snow Removal Equipment - Loader w/Snow Blower	425,000		DOT&PF	Planned	N/A
			2002	School Replacement	29,182,163	24,587,542	EED	Funded	Design
			2002	Wastewater treatment improvements	1,340,700		ANTHC	Funded	Preliminary
			2002	Indian Housing Block Grant	473,093	473,093	HUD	Funded	Preliminary
			2002	Dock and Boat Launch Engineering Study	27,031		DCED	Funded	Preliminary
			2002	Airport Improvements	2,300,000		DOT&PF	Proposed	
			2001	Water Service Upgrade	1,265,000		N/A	Potential	N/A
			2001	Acquire Airport Snow Removal Equipment - Grader	234,667	220,000	FAA	Funded	Preliminary
			2001	Indian Housing Block Grant	477,036	477,036	HUD	Funded	Construction
			2000	Wastewater treatment improvements	50,000		ANTHC	Funded	Completed
			2000	Wastewater treatment improvements	50,000	16,667	DEC/VSW	Funded	Completed
			2000	5-Year Capital Improvement Plan	19,450	15,000	DCED	Funded	Construction
			1999	Access Road to Proposed Processing Facility			N/A	Potential	N/A
			1999	Fence and Berm Bulk Fuel Facility			N/A	Potential	N/A
			1999	Access Road to Proposed Deep Water Dock			N/A	Potential	N/A
			1999	Deep Port Dock and Small Boat Dock			N/A	Potential	N/A
			1999	Indian Housing Block Grant	457,937	457,937	HUD	Funded	Construction
			1999	Housing Improvements	457,937	457,937	HUD	Funded	Preliminary
			1999	Access Road to Proposed New Landfill			N/A	Potential	N/A
			1999	Prepare ANCSA 14(c) Map of Boundaries			DCED	Funded	Preliminary

Appendix B: Capital Improvement Projects

	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Dillingham Census Area									
Togiak									
Togiak			1999	Design/Engineering for Day Care Center	370,000	200,000	N/A	Potential	N/A
			1998	Wastewater treatment improvements	400,000		ANTHC	Funded	Completed
			1998	Wastewater treatment improvements	400,000	200,000	DEC/VSW	Funded	Completed
			1997	Electronic Diesel Generator	300,000	225,000	N/A	Potential	N/A
			1997	Install 40 Kw Small Hydro Project	850,000	850,000	N/A	Potential	N/A
			1995	Reindeer Project for Tourism Attraction	200,000	100,000	N/A	Potential	N/A
					41,606,330	28,310,212			
Twin Hills									
Twin Hills			2004			26,363	DCED	Funded	
			2003	Water Source Study & Test Well Drilling	170,000		DEC/VSW	Funded	Preliminary
			2003	Community Projects & Improvements	57,280	54,416	DCED	Funded	Preliminary
			2002	Bulk Propane Tanks Purchase	11,425		DCED	Funded	Preliminary
			2002	Heavy Equipment Purchase/Repair	54,073	51,369	DCED	Funded	Construction
			2002	Indian Housing Block Grant	61,638	61,638	HUD	Funded	Preliminary
			2002	Airport Runway Extension	2,500,000		DOT&PF	Proposed	
			2001	Purchase new propane fuel tanks	25,285	25,285	N/A	Potential	N/A
			2001	Water, Sewer, Solid Waster Master Plan	100,000	25,000	DEC/VSW	Funded	Preliminary
			2000	Construct 7 Single-family homes	1,870,845	371,164	HUD/AHFC	Funded	Construction
			2000	Water, Sewer, Landfill Master Plan	99,000		ANTHC	Funded	Preliminary
			1999	New Health Clinic			N/A	Potential	N/A
			1999	Road & Drainage Improvements, Signage, Street Lights			N/A	Potential	N/A
			1999	Construct Bulk Fuel Facility / Additional Storage Capacity			N/A	Potential	N/A
			1999	Indian Housing Block Grant	59,876	59,876	HUD	Funded	Construction
			1999	Heavy Equipment			N/A	Potential	N/A
			1999	Community Equipment & Repairs	27,017	25,666	DCED	Funded	Construction
			1999	Concrete Boat Launch Ramp			N/A	Potential	N/A
			1999	Fire Truck, Fire Hall, Fire Hydrant Repairs			N/A	Potential	N/A
			1998	Connect New Homes to Electric System			N/A	Potential	N/A
			1998	100 Kw Generator and Electric power line upgrades			N/A	Potential	N/A
			1996	Prepare ANCSA 14(c) Map of Boundaries			DCED	Funded	Preliminary
					5,036,439	700,777			

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Kodiak Island Borough									
Borough/Boroughwide									
	1RC		2004	Lakeview Drive Separated Pathway	60,000	5,400	DOT&PF	Planned	N/A
			2004	Borough Trail Master Plan	50,000				
			2004	Near Island Bridge Fencing	180,000		DOT&PF	Proposed	
			2004	Cape Chiniak Road	16,900,000		DOT&PF	Proposed	
			2004	Shahafka Cove/Mission Lake Tidegate				Potential	
			2004	Fort Abercrombie Historic Trail Rehabilitation, Ph 2	425,000	38,400	DOT&PF	Planned	N/A
			2004	Maritime Museum display of a classic seine boat	150,000				
	4RC		2004	BMX Bike Street Course	0	0			
	1F		2004	School Facility Earthquake Resistance Evaluation	500,000	0			
	3T		2004	State Airport Terminal Facility Planning & Design	525,000				
	7F		2004	School Over & Under Pedestrian Crossings	100,000				
	3F		2004	Landfill Lateral Expansion Design	250,000				
	4F		2004	Landfill Lateral Expansion Construction	4,524,000				
	5F		2004	Kodiak College Vocational Technology Addition Phase 1	10,000,000				
	6RC		2004	East Elementary Softball Field Upgrades	25,000				
	6F		2004	Borough Facilities Asbestos Abatement	1,800,000				
	3RC		2004	Island Lake Park Dock & Parking	75,000				
	2F		2004	Chiniak Library Demo & Tsunami Shelter Upgrades	150,000				
	1T		2004	Otmeloi Road Repair and Bike Path Construction	1,700,000				
	8F		2004	Borough Building Renovation	2,500,000				
	9F		2004	Central Solid Waste Transfer Stations Planning & Design	300,099				
	10F		2004	Kodiak Fisheries Campus Phase III Design & Site Work	2,500,099				
	11F		2004	Peterson School Parking Lot Paving	215,200				
	12F		2004	Middle School Access Road Paving	45,000				
	13F		2004	High School Parks Lot Repaving	1,237,200				
	14F		2004	Armory Relocation Plan & Preliminary Design	250,099				
	15F		2004	Chiniak Tsunami Shelter Addition	250,000				
	16F		2004	Kodiak College Community Vo-Tech Building Phase II	10,000,000				
	6T		2004	Pave Lilly Drive	400,000				
	5T		2004	State Airport Terminal Facility	6,500,000				
	8T		2004	Anton Larsen Bay Road Repair & Extension	21,000,000				
	7T		2004	Pave Antone Way	350,000				
			2004	Clean Water Fund/Karluk	50,000	26,808	Stat Cap Grant		
			2004	Clean Water Fund/Karluk Construction	260,811				
	2T		2004	Mill Bay-Rezanof-Woodland Drive Intersection Review	25,000				
	9T		2004	Perenosa Drive Construction (600')	190,000				
	1F		2004	School Facility Earthquake Resistance Evaluation	500,000	100,000	State Funds		
			2004	Kodiak School Upgrades		125,197	State Funds		
			2004	Otmeloi Way Rehabilitation	200,000	18,100	DOT&PF	Planned	N/A
	10T		2004	Monashka Bay Boat Harbor Permit & Design	300,000				
	2RC		2004	White Sands Beach Park Upgrades	50,000				
	11T		2004	Pasagshak Boat Harbor Permit & Design	300,099				
	5RC		2004	Mill Bay Beach Park Handicap Access & Upgrades	50,000				
	9RC		2004	Kodiak Rodeo & State Fairgrounds Improvements	100,000				
	8RC		2004	Community Softball Fields Study & Design	100,000				
	7RC		2004	ATV Recreation Park	200,000				
	4T		2004	Pave Sharatin Road	250,000				
	17F		2004	Kodiak College Campus Dormitories	3,500,000				

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Kodiak Island Borough									
Borough/Boroughwide									
Borough or Boroughwide			2003	Kodiak College - Voc/Tech Center Review & Development	30,000	30,000	DCED	Funded	Preliminary
			2003	State Airport Improvements	11,000	8,205	Stat Cap Grant		
			2003	Anton Larsen Dock	140,000	420	State Funds		
			2003	Restoration & Upgrade of Fish Passes & Weirs	150,000	150,000	DFG	Funded	Preliminary
			2003	Airport Snow Removal Equipment - Deicing Truck	280,000		DOT&PF	Planned	N/A
			2003	Kodiak Island Borough - School Facilities Upgrade & Repair	179,721	125,804	DCED	Funded	Preliminary
			2003	KIB Waste Management Implement	1,585,800	1,427,073	Stat Cap Grant		
			2003	Oil Spill Response Equipment	400,000	589	Stat Cap Grant		
			2003	Village Metals Removal	105,000	21,754	Stat Cap Grant		
			2003	Borough Building Additional Parking	50,000	50,000	Stat Cap Grant		
			2003	East Elementary Doorways	4,200	4,200	Stat Cap Grant		
			2003	Borough Building Security Doors	8,000	2,000	Stat Cap Grant		
			2003	Red Cross Building Repairs	12,000	5,222	Stat Cap Grant		
			2003	Bayside Electrical Project	22,000				
			2003	GIS Project	20,000	20,000	Stat Cap Grant		
			2003	MIS Study	17		Stat Cap Grant		
			2003	Landfill Closeout/Leachate Treatment	3,000,000	569,060	Stat Cap Grant		
			2003	Hospital Specialty Clinic Roof Repair/Replace	40,000	40,000	Stat Cap Grant		
			2003	State Fair and Rodeo Water Project	25,000	3,282	Stat Cap Grant		
			2003	Bayside Classroom Equipment	75,000		Stat Cap Grant		
			2003	Island Lake Fish Passage					
			2003	Tide Gate	10,000	8,696	Stat Cap Grant		
			2003	ADF&G Research Study	200,000	137,673	Stat Cap Grant		
			2003	Borough Building Emergency Generator	20,000	20,000	Stat Cap Grant		
			2003	Borough Building Air Handling Penthouse	10,000	7,500	Stat Cap Grant		
			2003	Bayside Storage Addition and Engine Bay	400,000		Stat Cap Grant		
			2003	Refinish Wooden Gym Floors	60,000	60,000	Stat Cap Grant		
			2003	IRMA Cricket Installation and Cleaning	80,000	80,000	Stat Cap Grant		
			2003	Matching School Repair FY-02 KHS Roof	53,345	53,345	Stat Cap Grant		
			2003	High School Roof Repair	968,103	227,783	Stat Cap Grant		
			2003	Matching School Repair FY-01			Stat Cap Grant		
			2003	High School Roof Repairs FY-01			Stat Cap Grant		
			2003	Hospital Access and Parking Phase I & II	700,000	350,000	Stat Cap Grant		
			2003	KHS Emergency Generator	50,000	50,000	Stat Cap Grant		
			2003	Weatherproof High School Penthouse Walls	50,000	37,500	Stat Cap Grant		
			2003	East and Main Elementary Paint	50,000	50,000	Stat Cap Grant		
			2003	KHS Asbestos Abatement and Carpet Install	100,000	100,000	Stat Cap Grant		
			2003	Northstar School Road/Parking Lot Design	50,000	50,000	Stat Cap Grant		
			2003	Heliopad Striping	3,000	3,000	Stat Cap Grant		
			2003	High School Roof Repairs FY-00	126,770	46,056	Stat Cap Grant		
			2003	Anton Larsen Bay Boat Ramp	400,000	225,695	Stat Cap Grant		
			2003	Borough Parks	26,500	16,269	Stat Cap Grant		
			2003	BMX Bike Trail	55,000	4,292	Stat Cap Grant		
			2003	IRMA Roof Cleaning and Repair	20,000	20,000	Stat Cap Grant		
			2002	Kodiak School Upgrades	177,816	124,471	DCED	Funded	Completed
			2002	Kodiak Launch Complex Facilities	4,500,000	4,500,000	DCED	Funded	Construction
			2002	Airport Safety Improvements	13,000,000		DOT&PF	Proposed	
			2002	Anton Larsen Bay Boat Launch			DOT&PF	Proposed	
			2002	Indian Housing Block Grant	418,581	418,581	HUD	Funded	Preliminary
			2002	Vocation/Technical Classroom Rehabilitation & Completion	400,000	400,000	UNIV	Funded	Completed
			2002	Fisheries Research Building Feasibility Study	200,000	200,000	DCED	Funded	Construction
			2002	Pasagshak Road	28,293		DOT&PF	Proposed	Invite for Bid

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase	
Kodiak Island Borough										
Borough/Boroughwide										
Borough or Boroughwide			2002	Indian Housing Block Grant for communities in the Region (not yet allocated)	3,122,903	3,122,903	HUD	Funded	Preliminary	
			2001	Indian Housing Block Grant for communities in the Region (not yet allocated)	3,280,841	3,280,841	HUD	Funded	Construction	
			2001	Kodiak Paving Program	1,232,304	111,277	DOT&PF	Funded	Construction	
			2001	Pasagshak Road Realignment	497,665	5,252	DOT&PF	Funded	Construction	
			2001	Kodiak School Upgrades	179,140	125,398	DCED	Funded	Completed	
			2001	Peterson Elementary School Addition	1,080,000	756,000	N/A	Potential	N/A	
			2001	Acquire Aircraft Rescue & Fire Fighting Vehicle	480,000	450,000	FAA	Funded	Preliminary	
			2001	Kodiak High School Energy/Code Upgrade	3,025,000	2,117,500	N/A	Potential	N/A	
			2000	Rehabilitate Commercial Apron	3,057,333	2,866,250	FAA	Funded	Construction	
			2000	Rehabilitate Runway 10-28	960,000	900,000	FAA	Funded	Construction	
			2000	Rehabilitate Taxiways	746,667	700,000	FAA	Funded	Construction	
			2000	Kodiak Island Borough - School Facilities and Repair and Upgrade	181,100	126,770	DCED	Funded	Construction	
			2000	Sharatine Road Utilities	450,000	450,000	N/A	Potential	N/A	
			2000	Matching School Repair FY-00						
			1999	Conduct Airport Master Plan	420,726	394,431	FAA	Funded	Construction	
			1999	Indian Housing Block Grant - Kodiak Island Housing Authority	3,545,949	3,545,949	HUD	Funded	Construction	
			1999	Construct Airport SRE/Sand Storage Bldg, Ph 1	2,293,280	2,149,950	FAA	Funded	Construction	
					141,885,661	31,064,896				
Afognak										
Afognak			2002	Indian Housing Block Grant	65,914	65,914	HUD	Funded	Preliminary	
			1999	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Construction	
					90,914	90,914				
Akhiok										
Akhiok			2004	Airport Maintenance	25,000	0	DOT&PF	Planned	Invite for Bid	
			2003	Bulk Fuel Facility Upgrade	712,000		AEA	Funded	Construction	
			2003	Electrical Upgrades	38,725	36,788	DCED	Funded	Preliminary	
			2003	New Landfill Site/Water & Sewer Upgrades	26,316	25,000	DCED	Funded	Preliminary	
			2003	Teen Center Construction	26,316	25,000	DCED	Funded	Preliminary	
			2003	Kodiak Area Native Assoc. - Akhiok Multi-purpose Building Remodel	8,000	8,000	DCED	Funded	Preliminary	
			2003	Sanitation Facilities Engineering & Design	50,000	50,000	DCED	Funded	Preliminary	
			2002	Bulk Fuel Facility - Ph II Final Design & Business Plan	42,000		AEA	Funded	Preliminary	
			2002	Indian Housing Block Grant	36,302	36,302	HUD	Funded	Preliminary	
			2002	Airport Runway Extension	3,000,000		DOT&PF	Proposed		
			2001	Water/Sewer Improvements Feasibility Study	150,000	37,500	DEC/VSW	Funded	Contract	
			2001	35% Design of Consolidated Bulk Fuel Facility	25,000		AEA	Funded	Preliminary	
				Master Plan for Water/Sewer Improvements and Landfill/Water Quality Protection	150,000		ANTHC	Funded	Preliminary	
			1999	New Landfill Site, Ph III	26,515	25,189	DCED	Funded	Construction	
			1999	Indian Housing Block Grant	36,612	36,612	HUD	Funded	Construction	
			1999	Completion of the office complex	35,874	35,874	DCED	Funded	Construction	
				Smokery and small cold storage facility to produce smoked and fresh-frozen fish			N/A	Potential	N/A	
			1998	Permanent Dock facility			N/A	Potential	N/A	
			1998	Pave 7 miles of local roads			N/A	Potential	N/A	
			1998	Breakwater to Protect Small Skiffs and to Mitigate Shoreline Erosion	2,000,000	2,000,000	N/A	Potential	N/A	
			1998	Street Lighting			N/A	Potential	N/A	
				Erosion control to protect the Akhiok Bay shoreline and to mitigate threats to Bayside Road			N/A	Potential	N/A	
			1998	Bayside Road			N/A	Potential	N/A	

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Kodiak Island Borough									
Akhiok									
Akhiok			1997	Powerhouse and Distribution Upgrade	400,000	400,000	N/A	Potential	N/A
			1995	Fire Fighting/Search & Rescue Equipment	58,500	58,500	N/A	Potential	N/A
					6,847,160	2,774,765			
Karluk									
Karluk			2004	Runway Reconstruction Stage 2	3,100,000		DOT&PF	Proposed	
			2002	Runway Reconstruction Stage 1	205,000		DOT&PF	Proposed	
					3,305,000	0			
Kodiak									
Kodiak	3 Fed		2004	Emergency Fire Engine	0	0			
			2004	600-Ton Marine Travel Lift	800,000	0	City GF	Partially Funded	Planning
	4 St.		2004	Replacement Ambulance	170,000	0			
	5 St.		2004	Design & Engineering of Replacement Multi-Sports Field and Track	0	0			
	1 F/S		2004	New Ferry Dock and Terminal	7,500,000		DOT&PF	Proposed	
	3 St.		2004	UV Water Treatment Facility	5,000,000	0			
	4 Fed		2004	Fire Department Heavy-Duty Rescue Vehicle	500,000	0			
	5 Fed		2004	Law Enforcement Technology Updates	100,000	0			
	6 Fed		2004	Water Line Connection with U.S.C.G. Base	10,000,000	0			
	1 St.		2004	New Community Jail and Juvenile Holding Facility	3,500,000	100,000	State Funds	Pending	
			2004	Parks and Recreation Equipment Purchase		40,000	State Funds	Funded	Completed
			2004	Public Works Vacuum Truck Purchase		100,000	City GF	Funded	Completed
			2004	Pier II Engineering and Design Upgrades		32,635	State Funds	Funded	Invite for Bid
			2004	Police Department Equipment Purchase		7,000	City GF	Funded	Completed
	2 Fed		2004	Emergency Operations Center	1,500,000	0			
			2003	Ambulance Purchase	150,000	105,000	DCED	Funded	Completed
			2003	Selief Lane Reconstruction	6,750,000	609,525	DOT&PF	Planned	Construction
			2003	Waste Management Program	100,000	100,000	DFG	Funded	Preliminary
			2003	Monashka Dam Enlargement	2,321,800	2,321,800	DEC/MGL	Funded	Completed
			2002	Fire Engine Transport Capable Purchase	202,857	142,000		Funded	Contract
			2002	Rezanof Drive "Y" Intersection Improvement	3,038,231	272,452	DOT&PF	Planned	Design
			2001	Monashka Bay Water & Sewer, Phase III	207,250	207,250	N/A	Pending	N/A
			2001	Spruce Cape Water and Sewer Replacement	1,000,000	1,000,000	City GF	Funded	N/A
			2001	Selief Lane Water/Sewer Replacement	448,300	448,300	N/A	Funded	Construction
			2001	Gibson Cove Sewer Line Extension	750,000	750,000	City GF	Funded	N/A
			1998	St. Herman Harbor Facilities	260,356	213,519	DCED	Funded	Completed
			1998	East Elem. School To Main Elem School Sep. Pathway	750,000	67,725	DOT&PF	Pending	N/A
					45,048,794	6,517,206			

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Kodiak Island Borough									
Larsen Bay									
Larsen Bay			2004	Construct Airport Terminal Building	213,333	200,000	FAA	Planned	N/A
			2004	Widen & Extend Runway	2,200,000	2,062,500	FAA	Planned	N/A
			2004	Airport Lighting	261,333	245,000	FAA	Planned	N/A
			2004	Airport Maintenance	25,000	0	DOT&PF	Planned	Invite for Bid
			2003	Equipment Upgrade	26,316	25,000	DCED	Funded	Preliminary
			2002	Mini Hydro Repairs	26,316	25,000	DCED	Funded	Construction
			2002	Indian Housing Block Grant	41,788	41,788	HUD	Funded	Preliminary
			2002	Water and Sewer Improvements	650,000		N/A	Potential	N/A
			2002	Bulk Fuel Construction	600,000		AEA	Planned	N/A
			2002	Bulk Fuel Facility - Ph II Final Design & Business Plan	192,337	936	AEA	Funded	Design
			2002	Fire Truck Upgrades and Repairs	26,316	25,000	DCED	Funded	Construction
			2001	Water System Improvements	1,100,000		N/A	Potential	N/A
			2001	Water System Upgrade	26,316	25,000	DCED	Funded	Construction
			2000	Water System Upgrade/Water Storage Tank & Backup Well		200,000	I H S	Funded	
			2000	Boat Launch & Harbor Access Road	1,090,000	1,090,000	BIA	Funded	Construction
			2000	Equipment Upgrade	25,000	25,000	DCED	Funded	Construction
			1999	Indian Housing Block Grant	42,196	42,196	HUD	Funded	Construction
			1998	Street Lighting			N/A	Potential	N/A
				Parks and Recreation development, including an outdoor basketball court, a tennis court, an ice skating/roller rink, bicycle trails and school athletic track			N/A	Potential	N/A
			1998	Erosion Control	26,316	25,000	DCED	Funded	Construction
			1998	Fence Landfill to reduce bear problems			N/A	Potential	N/A
			1997	Bulk Fuel Tank Upgrade	150,000		N/A	Potential	N/A
			1996	Sewer System Upgrade			N/A	Potential	N/A
			1996	Boat Harbor Construction Project	222,000	222,000	DCED	Funded	Construction
			1994	Boat Harbor Construction	1,500,000	1,300,000	DOT&PF	Funded	Construction
					8,444,567	5,554,420			
Multiple Regions									
Multiple Regions			2003	Kodiak Area Native Assoc. - Village VPSO Holding Cells	10,000	10,000	DCED	Funded	Preliminary
			2003	Kodiak Maritime Museum - Maritime Guide Design & Production	10,000	10,000	DCED	Funded	Preliminary
				Kodiak Area Native Assoc. - Village-wide Single Side Band Radio Disaster Preparedness	15,000	15,000	DCED	Funded	Preliminary
			2003	Alutiiq Museum HVAC System	26,900	26,900	DCED	Funded	Preliminary
					61,900	61,900			
Old Harbor									
Old Harbor			2004	Airport Maintenance	25,000	0	DOT&PF	Planned	Invite for Bid
			2003	Heavy Equipment Upgrade	100,000	100,000	DCED	Funded	Preliminary
			2003	Kodiak Area Native Assoc. - Old Harbor Preschool Equipment & Repair	10,000	10,000	DCED	Funded	Preliminary
			2003	Airport Snow Removal Equipment - Grader w/Attachments	220,000		DOT&PF	Planned	N/A
			2002	Airport Improvements	10,000,000		DOT&PF	Proposed	
			2002	Indian Housing Block Grant	124,399	124,399	HUD	Funded	Preliminary
			2002	Boat Harbor Design & Garbage Collection	26,320	25,004	DCED	Funded	Construction
			2001	Plan/Design New Small Boat Harbor	50,000	50,000	DCED	Funded	Preliminary
			2001	Garbage Truck & Canisters	26,399	25,079	DCED	Funded	Construction
			2000	Sanitation Improvements Feasibility Study	100,000	33,333	DEC/VSW	Funded	Contract
			2000	Master Plan and Water System Improvements Planning	99,000		ANTHC	Funded	Preliminary
			2000	Hydro-Electric Project	3,608,536	45,000	AEA	Funded	Construction
			1999	Reconstruct Streets	2,300,000	2,300,000	BIA	Funded	Design

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Kodiak Island Borough									
Old Harbor									
Old Harbor			1999	Indian Housing Block Grant	113,034	113,034	HUD	Funded	Construction
			1999	Bulk Fuel Storage Facility			N/A	Potential	N/A
			1998	Fire Hall Garage and train volunteer firefighters			N/A	Potential	N/A
			1998	Road guard rails in hazardous locations			N/A	Potential	N/A
			1998	Loader with fork attachments and diesel dump truck			N/A	Potential	N/A
			1998	Alaska State Ferry Dock			N/A	Potential	N/A
			1998	Boat grid in the harbor			N/A	Potential	N/A
			1998	Fuel Fill Line, Design/Engineering	50,000	50,000	DCED	Funded	Design
			1998	Building Upgrade/Office Equipment	28,252	26,839	DCED	Funded	Construction
			1998	Refuse Collection Truck & Dumpsters	120,000	120,000	N/A	Potential	N/A
			1997	Develop Tourist Attraction			N/A	Potential	N/A
			1997	Electricity to Boat Harbor and Airport	50,000	50,000	N/A	Potential	N/A
			1997	Bulk Fuel Tank Removal & Upgrade	119,500	119,500	N/A	Potential	N/A
			1997	Power Plant Improvements	271,700	271,700	N/A	Potential	N/A
			1997	Install 330Kw Small Hydro Project	1,600,000	1,600,000	N/A	Potential	N/A
					19,042,140	5,063,888			
Ouzinkie									
Ouzinkie	15		2005	Landfill Metal Maintenance Equipment	90,000				
	2		2005	New John Deer 450 w/Backhoe	135,000				
	14		2005	Skiff Launching Ramp	75,000				
	5		2005	Improved Access Road to Hydro Electric Station	100,000				
	8		2005	Replace City Office Building	350,000	350,000	N/A	Potential	N/A
	5		2005	Improved Access Road to Hydroelectric Station	100,000	0			
	3		2005	Generation Improvement, Phase II	150,000	0			
	13		2005	Fire Hydrants	60,000				
	12		2005	Road Dev. & Engineering Master Plan	200,000				
	7		2005	Rock Separator	85,000				
	9		2005	Multi-Purpose Facility	400,000	400,000	N/A	Potential	N/A
				Alternative Energy Wind Generation/Install Power Control Equipment Phase					
	3		2005	4	25,000				
				Alternative Energy Wind Generation/Construct/Install Generator and Tower					
	3		2005	Phase 3	100,000				
	10		2005	Outdoor Recreation Facility	150,000				
	3		2005	Alternative Energy Wind Generation/Analyze 2 years of data Phase 1	1,000				
	6		2005	Heavy Equipment Maintenance Shop/Storage Facility	200,000	200,000	N/A	Potential	N/A
				Alternative Energy Wind Generation/Construct Data Collection Wind Tower					
	3		2005	Phase 2	10,000				
			2004	Airport Relocation, Stage 2	9,000,000		DOT&PF	Proposed	
	1		2004	Water Storage and Treatment Phase 4	1,370,000				
			2004	Airport Maintenance	25,000	0	DOT&PF	Planned	Invite for Bid
			2003	Kodiak Area Native Assoc. - Ouzinkie Lead Paint Abatement	7,000	7,000	DCED	Funded	Preliminary
			2003	Airport Relocation, Stage 1	300,000	18,750	DOT&PF	Funded	Design
			2003	Sewer and Water Improvements Phase 1	850,000	212,500	DEC/VSW	Funded	Preliminary
			2003	Generation Improvements	75,000	75,000	DCED	Funded	Preliminary
			2002	Sewage System	928,170		ANTHC	Funded	Design
			2002	Airport Runway Extension	8,500,000		DOT&PF	Proposed	
			2002	Airport Master Plan, Phase 3	251,000	25,100	DOT&PF	Planned	Design
			2002	Harbor Construction	610,000		DOT&PF	Proposed	
			2002	Sewer & Water Repair & Extension	150,000	150,000	DCED	Funded	Preliminary

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Kodiak Island Borough									
Ouzinkie - continued									
Ouzinkie			2002	Electrical Bucket Truck Purchase	26,316	25,000	DCED	Funded	Contract
			2002	Water and Sewer Improvements Phase 1	1,700,000	425,000	N/A	Potential	N/A
			2002	Indian Housing Block Grant	54,322	54,322	HUD	Funded	Preliminary
			2001	Harbor Facilities	1,300,000	1,300,000	DOT&PF	Funded	Construction
			2001	Conduct Airport Master Plan Study Phase 3	256,000	240,000	FAA	Funded	Preliminary
			2001	Indian Housing Block Grant	54,544	54,544	HUD	Funded	Construction
			2001	Water Storage Tank Design	90,000		N/A	Potential	N/A
			2000	Conduct Airport Master Plan Study Phase 2	265,148	248,576	FAA	Funded	Construction
			1999	Conduct Airport Master Plan Study Phase 1	320,000	300,000	FAA	Funded	Construction
			1999	Comprehensive Utility Master Plan	130,000	65,000	DEC/VSW	Funded	Completed
			1999	Housing Improvements	52,260	52,260	HUD	Funded	Preliminary
			1999	Indian Housing Block Grant	52,260	52,260	HUD	Funded	Construction
			1998	Medical Equipment for New Clinic	55,000		N/A	Potential	N/A
			1998	Heavy Equipment Purchase	500,000	500,000	N/A	Potential	N/A
			1998	Small Boat Harbor Improvements/Construction	7,500,000	7,500,000	COE	Funded	Construction
			1998	Rock crusher and/or screening plant for road maintenance	70,000	70,000	N/A	Potential	N/A
			1998	Road Development/new subdivision	150,000	150,000	N/A	Potential	N/A
			1998	Public safety building with VPSO housing			N/A	Potential	N/A
			1998	City Office Computers & Equipment	23,000	23,000	N/A	Potential	N/A
			1998	Expand/Upgrade community building	150,000	150,000	N/A	Potential	N/A
			1997	Recreational Trails and Boardwalks	100,000	100,000	N/A	Potential	N/A
			1997	Youth T-Shirt production and sales			N/A	Potential	N/A
			1996	Value-Added Fish Products/Feasibility Study		30,000	N/A	Potential	N/A
			1995	Harbor Freezer Facility	500,000		N/A	Potential	N/A
					37,646,020	12,833,312			
Port Lions									
Port Lions	6		2004	Solid Waste Disposal Site	350,000				
	11		2004	Boat Storage/Dry Dock Facility	650,000				
	12		2004	Cold Storage Facility	250,000				
	14		2004	Port Lions Subdivision - new subdivision	300,000				
	9		2004	Harbor Building	75,000				
	8		2004	Maintenance Improvement Facility	100,000				
	7		2004	Public Safety Building	800,000				
	10		2004	Municipal Building	250,000				
	1		2004	Public Dock Facility	4,000,000				
	13		2004	Search & Rescue Skiff and Truck	100,000				
	5		2004	Road Upgrade and Extension	1,150,000				
	4		2004	Outer Breadwater Stub	3,000,000				
	3		2004	Harbor Water Main	750,000				
	2		2004	City Equipment	1,150,000				
			2003	Conduct Airport Master Plan Study Phase 2	320,000	300,000	FAA	Planned	N/A
			2003	Community Projects & Improvements	26,317	25,001	DCED	Funded	Preliminary
			2002	Harbor Construction	5,000,000		DOT&PF	Proposed	
			2002	Indian Housing Block Grant	48,144	48,144	HUD	Funded	Preliminary
			2002	Harbor/Construction	750,000	750,000	COE	Funded	Preliminary
			2002	City Dock Repairs	26,321	25,005	DCED	Funded	Construction
			2002	Airport Runway Extension	7,000,000		DOT&PF	Proposed	
			2002	Water Treatment Plant Improvements	300,000		N/A	Potential	N/A
			2002	Conduct Airport Master Plan Study Phase I	90,667	85,000	FAA	Planned	N/A
			2002	Airport Master Plan, Phase 2	290,000	290,000	DOT&PF	Planned	N/A
			2002	Harbor Feasibility Study	800,000		DOT&PF	Proposed	
			2002	Harbor/Feasibility & Design	96,000	96,000	COE	Funded	Design
			2001	Airport Master Plan, Phase 1	85,000	8,500	DOT&PF	Planned	Design

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
			2001	Floating Breakwater	236,971	23,697	DOT&PF	Planned	Preliminary
			2001	Upgrade City Streets	400,000	400,000	BIA	Funded	Design

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Kodiak Island Borough									
Port Lions - continued									
Port Lions			2000	Water Dam Replacement	750,000	250,000	DEC/VSW	Funded	Construction
			1999	Indian Housing Block Grant	48,346	48,346	HUD	Funded	Construction
			1999	Exploratory wells, water dam replacement, water storage tank, water transmission line, sewage lift station upgrade, planning & design	1,541,000		ANTHC	Funded	Construction
			1998	New Public Safety building with VPSO living quarters	800,000	800,000	N/A	Potential	N/A
			1998	4-wheel drive backhoe, tracked excavator, front end loader to replace existing deteriorated or unserviceable equipment			N/A	Potential	N/A
			1997	Cultural Center design			N/A	Potential	N/A
			1997	Construct a Public Safety Bldg. Facility to house VPSO, provide office and holding facilities, house fire engine, ambulance, etc			N/A	Potential	N/A
			1996	Harbor Water Main Feasibility Study	25,000	25,000	DCED	Funded	Construction
			1996	Value-Added Seafood Product Study		30,000	N/A	Potential	N/A
			1995	Construct a Restaurant for Lease	100,000	100,000	N/A	Potential	N/A
					31,658,766	3,304,693			

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Lake and Peninsula Borough									
Borough/Boroughwide									
Borough or Boroughwide	3		2004	Chignik Public Dock	0	0			
			2004	Road Construction/Egegik to South Naknek	129,205,000		DOT&PF	Proposed	
			2004	Anchorage to Bristol Bay Road/Feasibility Study					
			2004	Expand the Ferry System					
				King Salmon to Chigniks Road/Chignik Inter-Village Road/Inter-Village Road/Airport Master Plan/Lower Alaska Pen Hwy/Inter-village Road					
	4	1T/4T	2004	PP/Ug/Remaining Parts Gov Plan	285,000,000			Proposed	
	10		2004	Regional Landfill for Iliamna, Nondalton, and Newhalen	0	0			
	9		2004	Alternate Energy Source for Communities	0	0			
	8		2004	Barge Landing Facilities/Docks for Borough Communities	0	0			
	7		2004	Pilot Point Airport Extension	0	0			
			2004	Community Facilities and Equipment		50,000	State Funds		
	5		2004	Pt. Alsworth Public Airport	0	0			
			2004	BIA Roads		24,000,000	BIA	Funded	Construction
	1	3T	2004	Iliamna-Nondalton Road	0	0			
			2004	Road Construction/Pilot Point to Egegik	74,802,000		DOT&PF	Proposed	
	2	2T	2004	Williamsport-Pile Bay Road					
			2004	Denai'na Cultural Multi-Purpose Community Center	750,000	600,000	Nilavena Tribal Consortium		
			2004	Quality Improvement/5 Ice Barges	1,250,000,000				
			2004	Value-Added Processing Incubators/Seafood Parks					
			2004	Youth Center			CDBG	Potential	Design
	6		2004	Ugashik Bay Port Facility	0	0			
			2002	Road Construction/Ugashik to Pilot Point	53,067,000		DOT&PF	Proposed	
			2002	Road Construction/Igiugig to Naknek	127,675,000		DOT&PF	Proposed	
			2002	Road Construction/Chignik to Port Heiden	84,630,000		DOT&PF	Proposed	
			2002	Road Construction/Chignik to Perryville	56,166,500		DOT&PF	Proposed	
			2002	Road Construction/Perryville to Ivanof Bay	13,650,000		DOT&PF	Proposed	
			2002	Road Construction/Port Heiden to Ugashik	119,847,000		DOT&PF	Proposed	
			2002	Road Construction/Pile Bay to Pedro Bay to Iliamna	51,870,000		DOT&PF	Proposed	
			2002	Road Construction/Iliamna to Igiugig	87,880,000		DOT&PF	Proposed	
			2000	Certification in Operation and Maintenance	34,532	34,532	Denali Commission		
			2000	Bulk Fuel Construction	3,638,303	3,638,303	Denali Commission		
			2000	CE2 Engineers, Inc. Welding Training PY02	105,352	105,352	Denali Commission		
					2,338,320,687	28,428,187			
Chignik									
Chignik	VP		2004	Walking Paths/Shelter	0	0			
	VP		2004	Community Hall Replacement	0	0			
	VP		2004	Emergency Shelter	0	0			
	VP/4		2004	Chignik Inter-tie village road	0	0			
	VP		2004	Local airport extension/improvements	0	0			
	VP		2004	New Clinic	0	0			
		4M	2004	Public Dock	0	0			
			2004			3,379,000	DOT&PF		
	VP		2004	Hydroelectric Project Chignik Bay-Indian Lake (1.1 Mw)	950,000	1,800,000	N/A	Potential	N/A
	VP		2004	Bulk Fuel Storage Tanks	150,000	150,000	N/A	Potential	N/A
				Electric Inter-tie project to connect east and west distribution systems and provide power to harbor and dock sites	270,000	200,000	N/A	Potential	N/A
	VP		2004	Airport Snow Removal Equipment - Grader	130,667	122,500	FAA	Planned	N/A
			2003	Community Building Construction	26,316	25,000	DCED	Funded	Preliminary
			2002	Design of Sub-Regional Clinic	100,000	100,000	Denali Commission	Funded	Preliminary

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase	
Lake and Peninsula Borough										
Chignik										
Chignik	VP/3		2002	Heavy Equipment Purchase	26,316	25,000	DCED	Funded	Construction	
			2002	Indian Housing Block Grant	31,637	31,637	HUD	Funded	Preliminary	
			2002	Airport Access Road Rehabilitation	1,920,000	173,375	DOT&PF	Planned	Design	
			2001	Acquire Airport Snow Removal Equipment - Loader	200,000	187,500	FAA	Funded	Preliminary	
			2001	Small Boat Harbor & Dock Construction	6,449,270	3,300,000	COE	Funded	Construction	
			2001	Port Facilities	26,316	25,000	DCED	Funded	Construction	
			2000	Water/Sewer System Improvements	1,680,000	560,000	DEC/VSW	Funded	Construction	
			2000	Water/Sewer System Improvements	1,680,000		ANTHC	Funded	Preliminary	
			1999	Indian Housing Block Grant	33,309	33,309	HUD	Funded	Construction	
			1999	New Harbor	11,126,000	3,313,000	DOT&PF	Planned	N/A	
			1999	Inner Harbor Improvements	5,913,000	1,300,000	EDA	Funded	Preliminary	
				1997	Link School Bulk Fuel Tanks to Existing Tanks, Dike and Re-Route Line	33,750	33,750	N/A	Potential	N/A
				1997	Automatic Metering of Electric Bulk Fuel Tanks	60,000	80,000	N/A	Potential	N/A
		1995	Automatic Metering of Electric Bulk Fuel Tanks	200,000	100,000	N/A	Potential	N/A		
				31,006,581	14,939,071					
Chignik Lagoon										
Chignik Lagoon	VP		2004	Interim Improvements	1,400,000		DOT&PF	Proposed		
			2004	Packer Creek Bridge Erosion Control	0	0				
			2004	Tsunami Shelter	0	0				
			2004	New Airport Construction	0	0				
	VP		2004	Inter-village road/road to new landfill			N/A	Potential	N/A	
			2003	Airport Snow Removal Equipment	320,000	300,000	FAA	Planned	N/A	
			2002	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Preliminary	
			2002	Water/Sewer service - 7 homes	402,558		ANTHC	Funded	Construction	
			2002	Airport Master Plan Update	60,000		DOT&PF	Planned	N/A	
			2002	Airport Layout Plan Update	60,000		DOT&PF	Planned		
			2000	Power Station Utility Meters	115,000		N/A	Potential	N/A	
			1999	Lake & Peninsula Borough - Landfill/Incinerator Access Road	3,853	3,660	DCED	Funded	Construction	
			1999	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Construction	
			1999	Community Store			N/A	Potential	N/A	
			1998	Water/Sewer	1,500,000	750,000	DEC/VSW	Funded	Construction	
			1998	Upgrade Bulk Fuel storage, purchase three new 50,000 gallon tanks			N/A	Potential	N/A	
						3,911,411	1,103,660			

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Lake and Peninsula Borough									
Chignik Lagoon									
Chignik Lagoon	VP		2004	Chignik Inter-Village Road			N/A	Potential	N/A
			2004	Emergency Services Building/Fire Truck			N/A	Potential	N/A
	VP		2004	Community Building			N/A	Potential	N/A
	VP		2004	Community Water Storage Tank	0	0			
			2002	Airport Improvements	2,800,000		DOT&PF	Proposed	
			2002	Design New Multi-Purpose/Health Clinic Facility	88,800		ANTHC	Funded	Design
			2002	Indian Housing Block Grant	91,293	91,293	HUD	Funded	Preliminary
			2000	Water Improvements, Ph II	590,000		N/A	Potential	N/A
			1999	Water/Wastewater Upgrades Master Plan	80,000	40,000	DEC/VSW	Funded	Construction
			1999	Indian Housing Block Grant	93,190	93,190	HUD	Funded	Construction
			1999	Lake & Peninsula Borough - Water Storage Tank	3,853	3,660	DCED	Funded	Construction
			1998	Landfill Road, Phase I	800,000	72,200	DOT&PF	Funded	Completed
			1998	Acquire Pac Man Skiff			N/A	Potential	N/A
			1997	Lake & Peninsula Borough - Landfill Project	3,850	3,658	DCED	Funded	Construction
					4,550,986	304,001			
Egegik									
Egegik	VP		2004	AEA Gasoline Storage and Dispensing Construction Project	0	0			
				Design of Electrical Power Project for Electricity Generation/Distribution to					
	VP		2004	City and Tribal Facilities	0	0			
	VP		2004	Water and Sewer Improvement Project, Phase 4		385,000	DEC/VSW	Funded	
			2003	Airport Improvements Construction	26,316	25,000		Funded	Preliminary
			2003	Water and Sewer Project, Phase 3	857,900	214,500	DEC/VSW	Funded	Preliminary
			2003	Bulk Fuel Facility Upgrade	385,300		AEA	Funded	Construction
			2002	Water/Sewer Improvements, Ph II	1,490,300	372,600	DEC/VSW	Funded	Preliminary
			2002	Indian Housing Block Grant	113,986	113,986	HUD	Funded	Preliminary
			2002	Bulk Fuel Retrofit - Ph II Final Design & Business Plan	96,463		AEA	Funded	Design
			2002	Medical Clinic Construction	26,316	25,000	DCED	Funded	Construction
			2002	Bulk Fuel/Small Scale Retrofit	385,300		AEA	Funded	Construction
			2002	Indian Housing Block Grant	117,060	117,060	HUD	Funded	Preliminary
			2001	Feasibility study for wind power generation	19,950	19,950	N/A	Potential	N/A
			2001	Extend & Widen Runway (Construct) Phase 2	5,000,000	4,687,500	FAA	Funded	Preliminary
			2001	Construct Crosswind Runway (Construct) Phase 2	960,000	900,000	FAA	Funded	Preliminary
			2001	Clinic Replacement	509,491	262,948	ANTHC	Funded	Construction
			2001	Electric Generator & Distribution Lines	750,000	1,553,643	EDA	Planned	N/A
			2001	Indian Housing Block Grant	117,060	117,060	HUD	Funded	Construction
			2000	Water/Sewer Improvements, Ph II	1,236,000	412,000	DEC/VSW	Funded	Design
			2000	Health Clinic Construction	160,000	160,000	DCED	Funded	Construction
			1999	Health Clinic			N/A	Potential	N/A
				Extend public dock by 150 feet; repair pilings; construct ocean-going ship					
			1999	harbor and small boat harbor, access road			N/A	Potential	N/A
			1999	Construct 15-mile road to Access Subsistence-Use Area			N/A	Potential	N/A
			1999	Cold Storage Facility at Airport			N/A	Potential	N/A
			1999	Road resurfacing; new roads on north side; upgrade landfill road			N/A	Potential	N/A
			1999	Construct Crosswind Runway 2/20 (Design) Phase 1	106,667	100,000	FAA	Funded	Construction
			1999	Extend & Widen Runway (Design) Phase 1	266,667	250,000	FAA	Funded	Construction
			1999	Washeteria Construction	95,400	95,400	N/A	Potential	N/A
			1999	Housing Improvements	112,855	112,855	HUD	Funded	Preliminary
			1999	Indian Housing Block Grant	112,855	112,855	HUD	Funded	Construction
			1999	Landfill, Road, Incinerator & Garbage Truck Completion	200,000	200,000	N/A	Potential	N/A
			1998	New Regional Health Clinic and refurbished Ambulance			N/A	Potential	N/A
			1997	Fish Processing Plant Feasibility Study			N/A	Potential	N/A
					13,145,886	10,237,357			

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Lake and Peninsula Borough									
Igiugig									
Igiugig	VP		2004	Airport Runway Extension	1,000,000		DOT&PF	Proposed	
	VP		2004	Post Office	0	0			
	VP		2004	New Clinic	0	0			
	VP		2004	Village Dock/Seaplane Base	0	0			
	VP		2004	Old Dump Closure	0	0			
	VP		2004	Housing Project	0	0			
			2004	Airport Maintenance	25,000	0	DOT&PF	Planned	Invite for Bid
			2003	Bulk Fuel Facility Upgrade	1,221,281	71,941	AEA	Funded	Construction
			2003	Flexiboat Barge Project		305,400	HSS	Funded	
			2003	Flexiboat Barge Project		305,400	HUD	Funded	
			2002	Solid Waste Management	406,849	369,863	N/A	Potential	N/A
			2002	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Preliminary
			2002	Bulk Fuel Facility - Ph II Final Design & Business Plan	45,000		AEA	Funded	Preliminary
			2002	New Solid Waste Landfill	401,000		ANTHC	Funded	Design
			2002	Road/Landfill Project	441,500		DCED	Funded	Preliminary
			2002	Landfill Access Road Extension	1,000,000	100,000	BIA	Funded	Construction
			2002	Sanitation Road	1,200,000		DOT&PF	Proposed	
			2001	Landfill Access Road (BIA)	1,275,250	115,380	DOT&PF	Funded	Construction
			1999	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Construction
			1998	Fire Truck/Ambulance Storage Building			N/A	Potential	N/A
			1997	Hydropower Project	80,000	80,000	N/A	Potential	N/A
			1995	Prepare ANCSA 14(c) Map of Boundaries			DCED	Funded	Preliminary
					7,145,880	1,397,984			
Iliamna									
Iliamna	VP		2004	Community freezer/laundromat	0	0			
	VP		2004	Lake area bulk fuel site	0	0			
	VP/1		2004	Iliamna-Nondalton Road (22 miles)	5,902,000	532,950	DOT&PF	Planned	Design
	VP		2004	Subregional high school	0	0			
	VP		2004	Scenic bypasses along existng road	0	0			
	VP		2004	Iliamna Dock	0	0			
	VP		2004	Regional landfill with Iliamna, Nondalton & Newhalen	0	0			
	VP		2004	Assisted living facility for elderly and handicapped	0	0			
	VP		2004	ATV and Bicycle path Iliamna/Newhalen	0	0			
	VP		2003	Community/Training Center	12,002	11,227	DCED	Funded	Preliminary
			2002	Iliamna Lake Sub-Regional Clinic	4,594,039	3,586,283	Denali Commission	Funded	Preliminary
			2002	Airport Paving and Fencing, Stage 2	150,000		DOT&PF	Proposed	
			2002	Acquire Airport Snow Removal Equipment - Broom	320,000	300,000	FAA	Planned	N/A
			2002	Rehabilitate Airport Runway	6,826,667	6,400,000	FAA	Planned	N/A
			2002	Indian Housing Block Grant	25,965	25,965	HUD	Funded	Preliminary
			2001	Airport Paving and Fencing, Stage 1	6,400,000	400,000	DOT&PF	Funded	Construction
			2001	Conceptual Design of Iliamna Lake Sub-Regional Clinic	50,000		ANTHC	Funded	Preliminary
			2001	Multi-purpose Community Building (Iliamna & Pedro Bay)	400,000	400,000	EDA	Funded	Preliminary
			2001	Airport Snow Removal Equipment	152,000	15,200	DOT&PF	Planned	Preliminary
			2001	Indian Housing Block Grant	26,704	26,704	HUD	Funded	Construction
			1999	Housing Improvements	27,940	27,940	HUD	Funded	Preliminary
			1999	Indian Housing Block Grant	27,940	27,940	HUD	Funded	Construction
			1998	New road maintenance equipment			N/A	Potential	N/A
			1998	Construct 12 additional houses			N/A	Potential	N/A
			1998	Comprehensive economic development plan			N/A	Potential	N/A
			1997	Tourism Development	55,000	50,000	N/A	Potential	N/A
				Construct Iliamna Public Dock/Kokhanok Airport Lighting/Levelock bank			N/A	Potential	N/A
			1997	Erosion/Stabilization project			N/A	Potential	N/A
			1995	Tourism-Related Crafts Industry Development	150,000	100,000	N/A	Potential	N/A
					25,120,257	11,904,209			

Appendix B: Capital Improvement Projects

	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Lake and Peninsula Borough									
Ivanof Bay									
Ivanof Bay	VP		2004	Stepovak Bay airport reconstruction with lighting	0	0			
	VP		2004	New Clinic	0	0			
	VP		2004	Move and upgrade powerhouse next to school	0	0			
	VP		2004	Public Dock/Landing Area	0	0			
	VP		2004	Small boat harbor	0	0			
	VP		2004	New heavy equipment	0	0			
	VP		2004	Public Dock/landing area			N/A	Potential	N/A
	VP		2004	Access road to 5000' air field in Stepovak Bay	0	0			
	VP		2004	800' access road to new land fill	0	0			
				Extension on existing 1500 ft air strip to 2,000' with apron to enable					
	VP		2004	resumption of mail passenger service	0	0			
	VP		2004	Construct new land fill with incinerator	0	0			
			2002	Airport Runway Extension			DOT&PF	Proposed	
			2002	Airport Master Plan, Stage 2	265,000		DOT&PF	Proposed	
			2002	Conduct Seaplane Base Master Plan Study, Phase 2	282,667	265,000	FAA	Planned	N/A
			2002	Airport Master Plan, Stage 1	75,163		DOT&PF	Proposed	
			2001	Conduct Seaplane Base Master Plan Study, Phase 1	373,333	350,000	FAA	Funded	Preliminary
			2001	Seaplane Base Master Plan	350,000	35,000	DOT&PF	Planned	Design
			2001	Landfill Relocation	125,000		N/A	Potential	N/A
			1999	Lake & Peninsula Borough - Health Clinic/Council Building	3,678	3,494	DCED	Funded	Construction
			1999	Indian Housing Block Grant	28,470	28,470	HUD	Funded	Construction
			1998	Health Clinic Building Repairs			N/A	Potential	N/A
			1997	Lake & Peninsula Borough - Landfill Relocation	3,850	3,658	DCED	Funded	Preliminary
			1997	Community Clinic/Council Building			N/A	Potential	N/A
			1996	Planning & Technical Assistance to Market Local Resources/Products	30,000	30,000	N/A	Potential	N/A
			1996	Landfill Relocation	7,451	6,334	DCED	Funded	Construction
					1,544,612	721,956			
Kokhanok									
Kokhanok	VP		2004	Road grader	0	0			
	VP		2004	Small boat harbor/doc/boat ramp	0	0			
	VP		2004	New septic pumper or trailer	0	0			
	VP		2004	Multipurpose Facility	0	0			
	VP		2004	Ambulance	0	0			
			2004	Extend Airport Runway and construct a cross-strip	3,800,000		DOT&PF	Proposed	N/A
	VP		2004	Heavy-duty mail truck	0	0			
	VP		2004	Fire truck	0	0			
	VP		2004	Front-end loader	0	0			
			2003	Rehabilitate Runway	3,200,000	3,000,000	FAA	Planned	N/A
			2003	Airport Resurfacing & Lighting	4,128,000	258,000	DOT&PF	Planned	Design
			2002	Lake & Peninsula Borough - Water and Sewer Supply Storage Building	9,247	8,648	DCED	Funded	Construction
			2002	Indian Housing Block Grant	157,908	157,908	HUD	Funded	Preliminary
			2002	Bulk Fuel Facility - Ph II Final Design & Business Plan	161,176	1,591	AEA	Funded	Design
			2002	Water and Sewer	150,000		N/A	Potential	N/A
			2002	Harbor/Feasibility, Design & Construction	2,500,000	2,500,000	COE	Planned	Preliminary
			2001	35% Design of Consolidated Bulk Fuel Facility	25,000		AEA	Funded	Preliminary
			1999	Indian Housing Block Grant	156,339	156,339	HUD	Funded	Construction
			1998	Fuel Truck			N/A	Potential	N/A
			1998	Small boat harbor/dock Feasibility study			N/A	Potential	N/A
			1998	Boat Launch Ramp			N/A	Potential	N/A
					14,287,670	6,082,486			

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Lake and Peninsula Borough									
Levelock									
Levelock	VP		2004	Sewage Lagoon	0	0			
	VP		2004	Inter-village road rebuild and gravel	0	0			
	VP		2004	New health clinic	0	0			
	VP		2004	Heated heavy equipment storage building	0	0			
	VP		2004	New septic pump truck	0	0			
	VP		2004	Landfill road and local road rebuilding and gravel	0	0			
	VP		2004	Landfill upgrade with incinerator	0	0			
	VP		2004	Relocation of gas tank farm and upgrade oil bulk fuel tank farm	0	0			
	VP		2004	Riverbank erosion control	0	0			
	VP		2004	All tide dock	0	0			
	VP		2004	New heavy equipment	0	0			
	VP		2004	Value added fish processing facility	0	0			
	VP		2004	New laundromat	0	0			
			2003	Airport Snow Removal Equip Building Construction	450,000	28,125	DOT&PF	Planned	Design
			2002	Airport Runway Extension			DOT&PF	Proposed	
			2002	Indian Housing Block Grant	116,429	116,429	HUD	Funded	Preliminary
			2002	Upgrade Village Streets	3,000,000	3,000,000	BIA	Planned	Preliminary
			2001	Extension of Community Development Plan	24,015	24,015	N/A	Potential	N/A
			2000	Runway Reconstruction	3,000,000	187,500	DOT&PF	Funded	Construction
			2000	Lake & Peninsula Borough - Riverbank Erosion Remediation Project	26,443	25,121	DCED	Funded	Construction
			2000	Construct Airport Snow Removal Equipment Building	320,000	300,000	FAA	Funded	Construction
			2000	Construct New Airport	3,396,000	3,183,750	FAA	Funded	Construction
			1999	Indian Housing Block Grant	119,782	119,782	HUD	Funded	Construction
				Erosion Control measures along the riverbank as 2 houses have already been lost and 2 more are currently being threatened			N/A	Potential	N/A
			1998	Multi-Purpose Center, complete interior			N/A	Potential	N/A
			1997	Waste Heat System	43,188	32,391	N/A	Potential	N/A
			1995	Construct 6 Low Rent Units			N/A	Potential	N/A
					10,495,857	7,017,113			
Newhalen									
Newhalen	VP		2004	Firehall insulated property	0	0			
	VP		2004	City renovation with additional offices	0	0			
	VP		2004	Heavy equipment	0	0			
	VP		2004	Water and Sewer System	0	0			
					0	0			
Nondalton									
Nondalton	4		2005	City Community Building					
	1		2005	Water and Sewer Construction Project					
	5		2005	City Dock/Boat Ramp					
	3		2005	Nondalton Park			N/A	Potential	N/A
	2		2005	Assist Nondalton Tribal Council/New Clinic					
			2004	Extend & Resurface Runway	2,400,000	2,250,000	FAA	Planned	N/A
	VP		2004	Community Greenhouse			N/A	Potential	N/A
	VP		2004	Landfill	0	0			
	VP		2004	Reconstruct Apron	300,000	281,250	FAA	Planned	N/A
					0	0			

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase	
Lake and Peninsula Borough										
Nondalton										
Nondalton	VP		2004	Complete Iliamna-Nondalton Road, including a bridge over the Newhalen River			N/A	Potential	N/A	
			2004	Iliamna-Nondalton Road (22 miles)			DOT&PF	Planned	Design	
			2004	Airport Maintenance	25,000	0	DOT&PF	Planned	Invite for Bid	
			2003	Community Projects & Improvements	27,071	25,717	DCED	Funded	Preliminary	
			2003	Airport Resurfacing, Design	350,000	21,875	DOT&PF	Planned	N/A	
			2003	Purchase of Fire and Clinic Equipment	26,317	25,001	DCED	Funded	Preliminary	
			2002	Indian Housing Block Grant	131,514	131,514	HUD	Funded	Preliminary	
			2002	Well House and Pump House Improvements	13,178	12,500	DCED	Funded	Construction	
			2002	Well/Pump House Improvements	493,000	123,300	N/A	Potential	N/A	
			2002	Indian Housing Block Grant	110,488	110,488	HUD	Funded	Preliminary	
			2002	Bulk Fuel Facility - Ph II Final Design & Business Plan	158,158		AEA	Funded	Design	
			2002	Sewage Lagoon Improvements	13,178	12,500	DCED	Funded	Construction	
			2002	Upgrade Community Roads	1,900,000	1,900,000	BIA	Planned	Preliminary	
			2002	Airport Improvements	450,000		DOT&PF	Proposed		
			2001	Road Work and Fencing at Dump	12,842	12,200	DCED	Funded	Construction	
			2001	Community Facilities & Equipment	26,332	25,015	DCED	Funded	Construction	
			2001	Indian Housing Block Grant	108,219	108,219	HUD	Funded	Construction	
			2001	New Dump Truck Purchase	40,000	38,000	DCED	Funded	Construction	
			2000	ENTECH Construction Retrofit-Building	25,000	25,000	Denali Commission	Planned		
			1999	Housing Improvements	105,512	105,512	HUD	Funded	Preliminary	
			1999	Design and Construct Small Boat Dock			N/A	Potential	N/A	
			1999	Water and Sewer Engineering Study	62,800	31,400	DEC/VSW	Funded	Construction	
			1999	Indian Housing Block Grant	131,749	131,749	HUD	Funded	Construction	
			1999	Indian Housing Block Grant	105,512	105,512	HUD	Funded	Construction	
			1999	Emergency Water Distribution & Sanitation Master Plan	73,900		ANTHC	Funded	Preliminary	
			1998	Access road to Landfill/Incinerator			N/A	Potential	N/A	
			1998	School Bulk Fuel Improvements	20,000	20,000	AEA	Funded	Preliminary	
				Renovate building as a Multi-Purpose facility, including a museum/gift shop, social services programs, classrooms/work areas and meeting area				N/A	Potential	N/A
			1998	Upgrade/resurface 15 miles of roads				N/A	Potential	N/A
				Freezer plant to store fish and meat for tourists and subsistence-caught food for villagers				N/A	Potential	N/A
			1998	Expand School or construct regional high school once the connecting road to Iliamna is completed				N/A	Potential	N/A
			1998	Relocate Landfill / Plan & Design	60,000	60,000	N/A	Potential	N/A	
			1997	Tribal Lodge/Gift Shop Completion	200,000		N/A	Potential	N/A	
			1997	Electric Distribution System Upgrade	488,925	40,000	N/A	Potential	N/A	
			1997	Commercial Fish Net Manufacturing Study			N/A	Potential	N/A	
			1997	Solid Waste Project	697,000		ANTHC	Funded	Preliminary	
			1997	Economic Development Plan/Small Business Development	65,000	50,000	N/A	Potential	N/A	
			1997	Regional Medical Service Analyses and Needs Assessment			N/A	Potential	N/A	
			1997	Commercial Fee Parking Lot			N/A	Potential	N/A	
			1997	Electric District Heating	122,000	91,500	N/A	Potential	N/A	
			1996	Community/Headstart Building Construction			N/A	Potential	N/A	
			1996	Purchase Building for Bed & Breakfast Facility	183,666	50,000	N/A	Potential	N/A	
			1995	Construct Teen Center	228,650	200,000	DCED	Funded	Construction	
					9,155,011	5,988,252				

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Lake and Peninsula Borough									
Pedro Bay									
Pedro Bay	VP		2004	Public dock/waterfront construction (Smokehouse Bay)		25,000	CED		
	VP		2004	Airport Runway Extension			DOT&PF	Proposed	
	VP		2004	Rushing Creek Bridge Replacement	687,000		DOT&PF	Proposed	
	VP		2004	PBVC Electric Utility- New plant facility and bulk fuel storage	0	0			
	VP		2004	Fire truck/equipment	0	0			
	VP		2004	Knutson Bay Trail upgrade	0	0			
	VP		2004	Pedro Bay Airport visitor facility	0	0			
	VP		2004	Landfill Construction and Access Road	1,206,119		N/A	Potential	N/A
			2004	Barney's Bay Road Extension	3,678	3,494	DCED	Funded	Construction
	VP		2004	Spill response boat and storage	0	0			
	VP		2004	Community fire and EMS building	0	0			
	VP		2004	Boatyard trail extension (.75 miles)	0	0			
			2003	Nilavena Community Building	15,501	14,500	DCED	Funded	Preliminary
			2002	Sludge Pumper Truck	110,000		ANTHC	Funded	Contract
			2002	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Preliminary
			2002	Water System Improvements	9,248	8,649	DCED	Funded	Construction
			2002	Bridge Project	32,500	32,500	BIA	Planned	Preliminary
			2001	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Construction
			2001	Solid Waste Landfill Construction	1,206,119	301,530	DEC/VSW	Funded	Preliminary
			2001	Nilavena Multi-Purpose Facility	186,500	186,500	DCED	Funded	Preliminary
			2001	School Renovation, Relocation, Reconstruction	1,730,793	1,557,714	N/A	Potential	N/A
			2001	Williamsport/Pile Bay Road	5,000,000	250,000	EDA	Funded	Construction
			2000	Five Individual systems and New Landfill	1,673,000		ANTHC	Funded	Preliminary
			1999	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Construction
			1999	Housing Improvements	25,000	25,000	HUD	Funded	Preliminary
			1998	Bridge Replacement	1,518,194	303,639	DOT&PF	Funded	Construction
			1998	Fuel Truck			N/A	Potential	N/A
			1998	New school, existing site has oil contamination problems			N/A	Potential	N/A
			1998	School Bulk Fuel Upgrade	625,028	564,026	AEA	Funded	Construction
			1997	Septic System Repairs	62,000	50,000	N/A	Potential	N/A
			1997	Tazimina River Hydroelectric to Pedro Bay Intertie	2,000,000	2,000,000	N/A	Potential	N/A
			1997	Small enterprise development			N/A	Potential	N/A
					16,165,680	5,397,552			
Perryville									
Perryville	VP		2004	Landfill incinerator	0	0			
	VP		2004	Ice machine for local fisheries	0	0			
	VP		2004	Heavy equipment-cat/grader	0	0			
	VP		2004	Community road upgrades and improvements	0	0			
	VP		2004	Storage building for heavy equipment	0	0			
	VP		2004	New Small Boat Harbor	300,000	75,000	N/A	Potential	N/A
	VP		2004	Clinic	0	0			
	VP		2004	Airport Improvements	0	0			
	VP		2004	Commuity building	0	0			
			2003	Rehabilitate Airport Runway, Stage 2	2,560,000	2,400,000	FAA	Planned	N/A
			2002	Indian Housing Block Grant	88,487	88,487	HUD	Funded	Preliminary
			2002	Harbor/Construction	2,500,000	2,500,000	COE	Funded	Preliminary
			2002	Airport Improvements, Stage 1	230,000		DOT&PF	Proposed	
			2002	Airport Snow Removal Equipment - Grader	213,333	200,000	FAA	Planned	N/A
			2001	Environmental Management Project	90,000	90,000	EPA	Funded	Preliminary
			2001	Harbor Feasibility	600,000	10,200	DOT&PF	Planned	Preliminary

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Lake and Peninsula Borough									
Perryville									
Perryville			2000	Water Project	200,000	66,667	DEC/VSW	Funded	Construction
			1999	Harbor/Feasibility	40,000	40,000	COE	Funded	Design
			1999	Indian Housing Block Grant	90,061	90,061	HUD	Funded	Construction
			1999	Grade & Drain Tsunami Shelter Road / Construct New Tank Farm Road	450,000	450,000	BIA	Funded	Design
				New 50,000 gallon Water Storage Tank, water line from pump house to the					
			1998	tank and water main			N/A	Potential	N/A
			1998	Boat Trailer			N/A	Potential	N/A
			1998	School Bulk Fuel Upgrade	30,000	30,000	AEA	Funded	Construction
			1997	Community Hall	78,000	50,000	N/A	Potential	N/A
					7,469,881	6,090,415			
Pilot Point									
Pilot Point	VP		2004	Fuel Farm Upgrade	26,316	25,000	DCED	Funded	Construction
	VP		2004	Processing facility	0	0			
	VP		2004	Deep water dock/bulkhead structure	0	0			
	VP		2004	Landfill/water/sewer project	0	0			
			2004			75,000	DOT&PF	Funded	
	VP		2004	Power generation station	0	0			
	7	4A	2004	Airport Extension	3,000,000		DOT&PF	Proposed	
	VP		2004	Approximately 3 miles of road	0	0			
			2004	Community Projects and Improvements		25,000	CED	Funded	
	VP		2004	Bulk fuel storage	0	0			
	VP		2004	Expansion bridge over Dago Creek	0	0			
	VP		2004	Processing worker housing	0	0			
	VP		2004	New community center	0	0			
	VP		2004	Landfill road to river	0	0			
	VP		2004	Dago Creek port facility	0	0			
	VP		2004	City office building	0	0			
	VP		2004	Airport extension	0	0			
	VP		2004	Road to Wide Bay/deep water port	0	0			
	VP		2004	Road to Egegik	0	0			
	VP		2004	4 mile freshwater pipeline	0	0			
			2003	Airport Snow Removal Equipment Building Construction	450,000		DOT&PF	Planned	N/A
			2003	Economic Development Plan	40,000	30,000	N/A	Potential	Completed
			2003	Aerial Mapping - Base Map	20,000	20,000	DEC/VSW	Funded	Contract
			2003	Heavy Equipment Upgrade	26,316	25,000	DCED	Funded	Preliminary
			2003	Solid Waste, Sewer and Water Improvements	2,560,000	640,000	DEC/VSW	Funded	Preliminary
			2002	Repair/Renovate Health Clinic	68,750		ANTHC	Funded	Preliminary
			2002	Indian Housing Block Grant	29,401	29,401	HUD	Funded	Preliminary
			2002	Wells - 6 homes	600,000		ANTHC	Funded	Design
			2002	Grade & Drain Roads, Ugashik River Road	1,900,000	1,900,000	BIA	Planned	Preliminary
			2002	Ugashik River Road	7,100,000		DOT&PF	Proposed	
			2001	Indian Housing Block Grant	30,212	30,212	HUD	Funded	Construction
			2001	Engineering Study for Wind Generation	29,183		DCED	Funded	Completed
			2001	Ugashik Watershed Council	20,000	2,500	RiverWorks	Funded	
			2000	Road Feasibility/Survey	10,000	10,000		Funded	Construction
			1999	Housing Improvements	25,000	25,000	HUD	Funded	Preliminary
			1999	Purchase Ambulance; Repair Clinic Foundation			N/A	Potential	N/A
			1999	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Construction
			1999	Construct Fire Hall, Replace Fire Truck, Fire Hydrant System			N/A	Potential	N/A
			1999	Bulk Fuel Containment Dike			N/A	Potential	N/A
			1999	Construct New Airport	3,950,000	3,703,125	FAA	Funded	Construction

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	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Lake and Peninsula Borough									
Perryville									
			1999	Dago Creek Harbor Dredging			N/A	Potential	N/A
			1998	Sanitation Facilities Study	100,000	50,000	DEC/VSW	Funded	Design
				New multi-purpose building to house day care center, bed & breakfast, and office space for the tribal council	1,000,000		N/A	Potential	N/A
			1998	Upgrade city offices, originally a BIA school building			N/A	Potential	N/A
			1998	Dike bulk fuel storage facilities			N/A	Potential	N/A
			1997	Direct sales study for foreign salmon markets			N/A	Potential	N/A
			1997	Dago Creek Electrical Line Extension	100,000	167,000	N/A	Potential	N/A
			1997	Hybrid Wind/Diesel Electric Generator	373,334	280,000	N/A	Potential	N/A
					21,483,512	7,062,238			
Port Alsworth									
Port Alsworth	VP		2004	Landfill and Airport Access Road	0	0			
	VP		2004	Road Maintenance-Heavy Equipment	0	0			
	VP		2004	Public Health Clinic Facility	0	0			
	VP		2004	Public Road & Trail Plan	26,000			Funded	Design
	VP		2004	Public Road Improvements Project (preliminary design/construction)	0	0			
	VP		2004	Solid Waste Ashfill and Incinerator Construction	0	0			
	VP		2004	Landfill Access Road Construction (1.5 miles)	0	0			
			2002	Lake & Peninsula Borough - Office Complex Construction	9,248	8,648	DCED	Funded	Construction
			2001	Solid Waste Landfill Water Quality Protection Feasibility Study	75,000	18,750	DEC/VSW	Funded	Preliminary
			2001	Landfill & Water Quality Protection Preliminary Feasibility Study	75,000		N/A	Potential	N/A
			1997	Bulk Fuel Storage Tank and Generator Enclosure Facility	250,000	250,000	N/A	Potential	N/A
					435,248	277,398			
Port Heiden									
Port Heiden	VP		2004	Central Sewage and Water	0	0			
			2004	Electrical Upgrade/Secondary Generator			AEA	Potential	Preliminary
	VP		2004	Local Roads	0	0			
	VP		2004	Firehall renovation	0	0			
	VP		2004	Housing	0	0			
	VP		2004	Fish Processing Plant	0	0			
	VP		2004	Upgrade and Redistribute Power System	0	0			
	VP		2004	Historical Site Preservation	0	0			
			2004	Goldfish Lake Road Re-Route				Potential	
	VP		2004	Lower Alaska Peninsula Highway	0	0			
			2004	Mesnik Temporary Road Access		219,000		Funded	Design
			2003	Water & Wastewater Feasibility Study	134,000		DEC/VSW	Funded	Completed
			2003	Equipment Repair and Purchase	26,316	25,000	DCED	Funded	Preliminary
			2003	Acquire Snow Removal Equipment - Grader	213,333	200,000	FAA	Planned	N/A
			2002	Improve Runway Safety Area	2,240,000	2,100,000	FAA	Funded	Completed
			2002	Rehabilitate Runway	2,133,333	2,000,000	FAA	Funded	Completed
			2002	Airport Snow Removal Equipment - Grader	200,000	200,000	DOT&PF	Funded	Completed
			2002	Indian Housing Block Grant	25,462	25,462	HUD	Funded	Preliminary
			2002	School Bulk Fuel Upgrade	30,000	30,000	AEA	Funded	Completed
			2002	Bulk Fuel Construction	1,753,420		AEA	Funded	Completed
			2002	Bulk Fuel Facility - Ph II Final Design & Business Plan	124,405		AEA	Funded	Completed
			2001	Airport Rescue and Firefighting Vehicle	304,000	285,000	FAA	Funded	Completed
			2001	Acquire Airport Snow Removal Equipment - Loader	213,333	200,000	FAA	Funded	Completed

Appendix B: Capital Improvement Projects

	Local	RNP	Year	Project Title	Project Costs	Secured Funding	Funding Partner(s)	Project Status	Project Phase
Lake and Peninsula Borough									
Port Heiden									
Port Heiden			2001	Airport Runway Resurfacing and Safety Area Rehabilitation	4,100,000	410,000	DOT&PF	Funded	Completed
			2001	Upgrade maintenance facilities and position	30,000	30,000	N/A	Potential	N/A
			2001	Upgrade Airport Road	450,000	450,000	BIA	Funded	Design
			2000	Bulk Fuel Planning & 35% Design	25,000	25,000	Denali Commission	Funded	Completed
			2000	Bulk Fuel Construction	1,864,720	1,864,720	Denali Commission	Funded	Completed
			2000	Phase II Final Design & Business Plan/Bulk Fuel	124,405	124,405	Denali Commission	Funded	Completed
			1999	Rebuild or Relocate Bulk Fuel Storage Facility			N/A	Potential	Completed
			1999	Complete Healthy Family/Cultural Center Multi-Purpose Center			N/A	Potential	Completed
			1999	Incinerator or Compactor to Reduce Volume of Refuse			N/A	Potential	N/A
			1999	Increase Electrical Peak Output			N/A	Potential	N/A
			1999	Airport Runway Grading			N/A	Potential	N/A
			1999	Indian Housing Block Grant	25,625	25,625	HUD	Funded	Construction
			1999	Construct Public Dock and Boat Harbor			N/A	Potential	N/A
			1996	Salmon Feasibility and Marketing	30,000	30,000	N/A	Potential	N/A
					14,047,352	8,244,212			
Ugashik									
Ugashik	VP		2004	Centralized Power	0	0			
	6		2004	Purchase a dock, land and building	30,000	30,000	N/A	Potential	N/A
	VP		2004	Road to Wide Bay	0	0			
	VP		2004	Resurfacing the Roads	0	0			
	VP		2004	Removal of Bunker Crude Oil from the Village	0	0			
		3	2003	Community Electric Generator & Distribution	700,000		N/A	Planned	N/A
			2002	Grade & Drain Landfill Access Road	4,450,000	400,000	BIA	Funded	Preliminary
			2002	Runway Extension	2,500,000		DOT&PF	Proposed	
			2002	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Preliminary
		1	2002	Construct Landfill	400,000		N/A	Potential	N/A
		2	2002	Dock and Fish Processing Plant	4,450,000	100,000	BBEDC	Funded	
			2001	Lake & Peninsula Borough - Equipment Acquisition	14,059	13,149	DCED	Funded	Construction
			2001	Renovate Cannery into Smoker/Freezer/Storage Facility			N/A	Potential	N/A
			1999	Dock Construction			N/A	Potential	N/A
			1999	Indian Housing Block Grant	25,000	25,000	HUD	Funded	Construction
			1999	Equipment Storage Building			N/A	Potential	N/A
			1998	Community Building			N/A	Potential	N/A
		4	1998	Construct 4 Single-Family Homes	1,025,800	182,402	HUD/AHFC	Funded	Construction
			1998	Bulk Fuel Storage Facility			N/A	Potential	N/A
			1996	Individual Water Wells and Plumbing	282,000	282,000	N/A	Potential	N/A
					13,901,859	1,057,551			